



# Strategic Planning & Environment

## Overview & Scrutiny

### Agenda

**MONDAY 15 JULY 2024 AT 7.30 PM**

**Conference Room 2 - The Forum**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

#### Membership

Councillor Anderson  
Councillor Birnie  
Councillor Deacon (Vice-Chairman)  
Councillor Gale  
Councillor Hobson (Chairman)  
Councillor Hobson  
Councillor Mitchell

Councillor Patterson  
Councillor Pringle  
Councillor Riddick  
Councillor Santamaria  
Councillor Timmis  
Councillor Walker  
Councillor C Wyatt-Lowe

For further information, please contact Corporate and Democratic Support or 01442 228209

### **AGENDA**

1. **DECISIONS AND ACTIONS** (Pages 3 - 6)  
To agree the Decisions of the previous meeting.
2. **APOLOGIES FOR ABSENCE**  
To receive any apologies for absence.
3. **DECLARATIONS OF INTEREST**  
To receive any declarations of interest.
4. **PUBLIC PARTICIPATION**
5. **CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN  
RELATION TO CALL-IN**
6. **Q4 FINANCIAL PERFORMANCE REPORT** (Pages 7 - 15)

7. **HERTFORDSHIRE DEVELOPMENT QUALITY REVIEW CHARTER** (Pages 16 - 35)
8. **HEMEL HEMPSTEAD HEALTH CAMPUS** (Pages 36 - 64)
9. **CIL BID FOR BREAKSPEARE SCHOOL** (Pages 65 - 78)
10. **PARKING SOLUTIONS** (Pages 79 - 114)
11. **WORK PROGRAMME** (Pages 115 - 120)

## Decisions and actions

### Dacorum Borough Council

#### Strategic Planning and Environment Tuesday 11<sup>th</sup> June

**Councillors:** Cllr Mitchell  
Cllr Anderson  
Cllr Santamaria  
Cllr Riddick  
Cllr Walker  
Cllr Deacon  
Cllr Anderson  
Cllr C Hobson (Chair)

Also in attendance:

Cllr Bromham  
Cllr Willkie  
Cllr England

**Officers: (6)**

James Doe – Strategic Director - Place  
Stefania Horne – Strategic Director Neighbourhood Services  
Ian Ross – Head of Neighbourhood Management  
Sara Whelan – Assistant Director Planning  
John Mootealoo – Head of Environmental Services

The meeting began at 19:30

**1 MINUTES AND ACTIONS**

The Decisions of the last meeting were agreed

Full discussion can be found in the video minutes

**2 APOLOGIES FOR ABSENCE**

There were apologies for absence from Cllrs S Hobson, Patterson, Timmis, Wyatt-Lowe, and Pringle

**3 DECLARATIONS OF INTEREST**

None

**4 PUBLIC PARTICIPATION**

None

**5 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN  
RELATION TO A CALL-IN**

**6 Q4 NEIGHBOURHOOD SERVICES PERFORMANCE REPORT**

The report was introduced by Stefania Horne

Full discussion can be found in the video minutes

## **7 Q4 PLANNING DEVELOPMENT AND REGENERATION REPORT**




The report was introduced by Sara Whelan

Full discussion can be found in the video minutes

## **8 WORK PROGRAMME**

No comments

**Strategic Planning & Environment OSC Action Points - Jun**

6 <sup>th</sup> Mar	Liam Dennis to send contact details for areas of river where people are wanting to improve to report it too – Ian Ross has contact details. And share a YouTube link	LDennis	04/06/24	<p>Presentation Emailed</p> <p>Link for video about the Boxmoor Project that we completed in 2018 - <a href="#">River Bulbourne, Hertfordshire - 2019 UK River Prize Finalist (youtube.com)</a></p> <p>Queries for other projects should be sent to Liam Dennis (<a href="mailto:liam.dennis@environment-agency.gov.uk">liam.dennis@environment-agency.gov.uk</a>). Liam will then signpost to the relevant person within the Environment Agency.</p>  <p>2024.03.06 DBC Scrutiny EA Presenta</p>
6 <sup>th</sup> Mar	Ian Ross to investigate what happened to the previously designed verge hardening schemes.	I Ross	04/06/24	<p>Presentation attached with the slide not for circulation removed. As for what will happen to the previously designed verge hardening schemes – these will be reassessed against the new criteria and if they meet that put into the prioritisation process.</p>  <p>2024.03.06 SPAE Scrutiny Committee</p>
6 <sup>th</sup> Mar	S Whelan to circulate CIL Guidance to committee/Councillors	S Whelan	13/03/24	 <p>CIL Members Presentation Januar</p>
6 <sup>th</sup> Mar	LF to circulate Task & Finish document from Cllr Hobson	LFowell	21/03/24	This was shared with the committee.
6 <sup>th</sup> Mar	S Horne to share the exact prohibition notice for the PSPO	M Brookes		Chased

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# Strategic Planning & Environment

## Overview and Scrutiny Committee

<b>Report for:</b>	Strategic Planning & Environment Overview and Scrutiny Committee
<b>Title of report:</b>	Provisional Financial Outturn 2023/24
<b>Date:</b>	15 <sup>th</sup> July 2024
<b>Report on behalf of:</b>	Cllr Michela Capozzi, Portfolio Holder for Corporate & Commercial Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – General Fund Revenue Provisional Outturn 2023/24 Appendix B – SPaE Capital Programme Provisional Outturn 2023/24
<b>Background papers:</b>	None.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	GF – General Fund HRA – Housing Revenue Account

<p><b>Report Author</b></p> <p>Clare Dempsey, Financial Planning and Analysis Manager</p> <p> </p> <p>Clare.Dempsey@dacorum.gov.uk / 01442 228264 (ext. 2264)</p> <p><b>Responsible Officer</b></p> <p>Fiona Jump, Head of Financial Services</p> <p> </p> <p>Fiona.Jump@dacorum.gov.uk / 01442 228162 (ext. 2162)</p>	
<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>

<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<p>1. To provide details of the provisional financial outturn 2023-24 for the:</p> <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Capital Programme</li> </ul>
<b>Recommendation (s) to the decision maker (s):</b>	<p>To note the provisional 2023-24 provisional financial outturn position and associated reserve movements for the General Fund and Capital Programme.</p> <p>To note the proposed reserve movements, virements and supplementary budgets highlighted in the report.</p>
<b>Period for post policy/project review:</b>	The Council's financial position is reported to committee on an ongoing, quarterly basis.

## 1. Introduction:

The report presents the provisional 2023/24 financial outturn position for the Council as at 31<sup>st</sup> March 2024. The final position for the year is subject to:

- Finalisation of reserve movements.
- The completion of the audit of the Council's accounts by the Council's external auditors KPMG.

The report focuses in particular on services falling under the remit of Strategic Planning and Environment Overview and Scrutiny Committee

## 2. Executive Summary:

### 2.1 Key Provisional Outturn Figures

The General Fund revenue budget is forecasting an underlying surplus of £0.489m, of which a pressure of £1.380m relates to Strategic Planning and Environment services. A request will be taken to Cabinet to recommend to Full Council that this surplus be transferred to the following reserves to fund future initiatives.

- £0.006m to the Council Tax Hardship Reserve
- £0.025m to the Housing Conditions Survey Reserve
- £0.458m to the Invest to Save Reserve

Strategic Planning and Environment General Fund capital is reporting further slippage of £0.207m across various schemes from the position report at quarter 3 2023/24. Strategic Planning and Environment capital schemes are overspent by £0.068m due to expenditure on wheeled bins for waste collection.

### 2.2 Summary Narrative and Forward Look

During 2023/24 the Council experienced significant revenue pressures across its General Fund (£0.500m) and Housing Revenue Account (HRA) (£0.150m) budgets relating to the staff 2023/24 staff pay award.

Further expenditure pressures for the General Fund arose due to agency staff costs associated with the delivery of the Council's Waste service (£0.606m). Whilst some General Fund revenue streams performed below budget such as Planning income (£0.282m shortfall against target), others performed over target such as income from Garden Waste (£0.821m additional income over target) and income from the investment of the Council's cash



balances ( £3.444m additional income over target). Overall, General Fund pressures were covered by additional income and underspends, leaving an overall surplus of £0.489m.

The Housing Revenue Account experienced significant expenditure pressures against budgets for the repair and maintenance of Council housing stock due to demand for works (£5.283m). Other expenditure pressures included supervision and management costs, which includes interim staff costs, support service costs and insurance costs ( £1.75m total expenditure pressure ). Income for the HRA performed well during the year, with rental income delivering £0.956m over target and income from the investment of HRA cash balances delivering £1.775m over target. The HRA’s overall position is a deficit of £0.294m. A request will be made for Cabinet to recommend to Full Council to draw down from HRA revenue reserves to balance the overall position.

The Council set a balanced budget for 2024/25 in February 2024. This budget addressed known variances arising during 2023/24. Further review of the Council’s expected position for 2024/25 has been undertaken following completion of the Council’s provisional outturn position.

Risks remain within the Council’s financial position in the current financial year. Within the General Fund, these include those relating to key income streams such as parking. Expenditure pressures seen during 2023/24 within the Council’s Waste service are likely to continue into 2024/25. Within the Housing Revenue Account, the demand for repairs and maintenance to Council Homes continues. Insurance costs, driven by claims relating to water ingress, damp and mould are also expected to continue into 2024/25.

These risks are being closely monitored by service leads with support from the Council’s Finance team. Emerging variances to budget and associated mitigating actions will be communicated to Members as part of the Council’s regular financial reporting arrangements.

### 3. General Fund Position – all Scrutiny Committee Areas

Appendix A provides an overview of the General Fund forecast outturn position. The table below provides an overview for by scrutiny area.

Table 1- General Fund Position by Scrutiny Area	Current Budget £m	Forecast Outturn £m	Variance	
			£m	%
Finance & Resources	9.317	11.799	<b>2.482</b>	26.6%
Strategic Planning and Environment	12.599	13.979	<b>1.380</b>	11.0%
Housing & Community	1.876	1.582	<b>(0.294)</b>	(15.7%)
<b>Operational Cost</b>	<b>23.792</b>	<b>27.360</b>	<b>3.568</b>	15.0%
Core Funding	(23.792)	(27.849)	<b>(4.057)</b>	17.1%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>0.000</b>	<b>(0.489)</b>	<b>(0.489)</b>	

#### 4. General Fund Position- Strategic Planning and Environment

Table 2 – Strategic Planning and Environment	Current	Forecast	Variance	
	Budget	Outturn	£m	%
	£m	£m	£m	%
Neighbourhood Operations	11.310	12.394	1.084	9.6%
Housing & Property	0.053	0.075	0.022	41.5%
People & Transformation	(0.114)	(0.017)	0.097	(85.1%)
Place	1.350	1.527	0.177	13.1%
<b>Total Operating Cost</b>	<b>12.599</b>	<b>13.979</b>	<b>1.380</b>	<b>11.0%</b>

4.1 Variances for 2023/24 reported against Strategic Planning and Environment General Fund service areas are outlined below.

#### 4.2 Neighbourhood Operations

Staffing pressures for Waste services are £0.726m for the year, due to the impact of the 2023/24 pay award £0.120m and additional agency requirements to meet service demand £0.606m. A significant element of this staffing pressure was as a result of the in-year route optimisation project commencing later than expected, in August 2023. In addition, staff absence remained higher than previous trends and higher than budgeted. The pressure in 2023/24 is a significant reduction on 2022/23 financial pressures following the implementation of the route optimisation project and further cost reductions are expected going forward.

Other service operation pressures include £0.113m on hire vehicle budgets due to the ongoing breakdowns from the existing fleet and £0.077m on fuel. The service are working closely with finance colleagues to monitor spend in this area and manage the position going forward.

Income pressures across Neighbourhood Operations total £0.080m relating to Bulky Waste Collections, Pest Control Services and Cesspool Emptying. The services are being reviewed as part of the commercial income review with the aim of reducing risks to future year budgets.

Maintenance of trees on highways has been contracted to Dacorum for a number of years by Hertfordshire County Council. This agreement has now ceased; however, a large number of works are still due to be completed for which the Council will receive no further income. This is causing a pressure of £0.111m on the budgets within this area. In addition, the service are working on a backlog of safety works required to trees around the borough. A significant amount of works were undertaken in quarter 4 2023/24 as the service sought to maximise contractor capacity during a time of the year that is optimum for undertaking tree maintenance. This caused a pressure of £0.102m for the general fund and £0.068m for the HRA. A total pressure on Trees and Woodlands budgets of £0.281m.

The above pressures are offset by the following underspends/surpluses within the directorate:

A surplus of £0.821m on Garden Waste income is reported. Take up of the scheme is much higher than anticipated when the charge was introduced at the end of 2022/23. The budget set was based on a 30% uptake. By the end of 2023/24, a 70% uptake of the service was achieved across the borough for all eligible households. For 2024/25 subscriptions we have a 64% uptake to date.

Recycling income is showing a surplus of £0.040m. This includes additional income arising from the final payment from Hertfordshire County Council for the Alternative Funding Model (AFM), which generated income based on recycling levels £0.064m. This scheme ended in 2022/23, the final payment received for last financial year has now been paid and was in excess of that forecast at the end of last financial year.

The cost for Gate fees for the disposal of recycling materials has risen over the last 12 months. At provisional outturn these costs are budget by £0.124m. These costs are driven by the basket rate on recyclables. This market is known to have suddenly declined in price, so the continuation of this underspend cannot be guaranteed moving forward in the medium term and is not budgeted for in 24/25.

There is an underspend of salaries within the Health and Safety budget, £0.093m

#### **4.3 People & Transformation**

A pressure of £0.097m is reported in relation to Filming budgets for 2023/24. Income has been lower than budget during the year, believed to be linked to the writers' strike which impacted filming across the globe.

#### **4.4 Place**

Throughout 2023/24 the planning service has seen income pressures for planning income. At provisional outturn there is a pressure of £0.282m against planning income and £0.090m against land searches fees. The pressures are linked to the impact of the current economic conditions on developers and the associated adverse impact on planning income.

The Council received £0.211m in relation to county-wide business rates growth from Hertfordshire County Council. It is proposed this income be transferred to the Dacorum Development reserve to fund future projects arising from the investment.

#### **4.5 Risks to Strategic Planning and Environment Scrutiny 2024/25 Budgets**

There is a risk on the Waste service budget for 2024/25 as pressures outlined at 4.2 continue from 2023/24. The service are working closely with finance colleagues to monitor agency spend resulting from sickness absence and vehicle breakdowns.

As the cost-of-living pressures continue for households, there is a risk that the pressures on income within Neighbourhood Operations could continue into 2024/25.

Pressures on trees and woodlands budgets are likely to continue into 2024/25. Potential pressures of £0.080m has been identified to date. Dependant on surveys and urgent health and safety works, further works are underway to develop the councils medium term approach to tree works .

Filming income poses a risk to budgets in 2024/25 based on actual income generated in the last few financial years. The risk could be between £0.070m to £0.100m.

### **5. General Fund reserve transfer requests**

**5.1** Cabinet will be asked to recommend to Council to approve the following reserve requests relating to Strategic Planning and Environment services in 2023/24:

- Contributions to reserves of unspent SANG Contributions £1.378m to SANG Reserve
- Drawdown from the Dacorum Development reserve £0.028m in respect of CIL administration costs.

Cabinet will be asked to recommend Council to approve the following reserve requests relating to Strategic Planning and Environment services in 2024/25:

- Contribution to reserves of business rates growth received from Hertfordshire County Council £0.211m to the Dacorum Development reserve, to be drawn down in 2024/25 and 2025/26 to fund project manager and studies on the use of town centres in the borough.
- Drawdown from the Dacorum Development reserve £0.030m in respect of Works to Durrants riverside.

## 5. Capital Programme

5.1 Appendix C shows the projected capital provisional outturn in detail by scheme.

The table below summarises the overall capital outturn position by Scrutiny committee area.

The current budget is the original budget approved by Cabinet in February 2023, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred but will now be in 2024/25 rather than 2023/24 ('slippage'), or conversely, where expenditure planned initially for 2024/25 has been incurred in 2023/24 ('accelerated spend').

The 'Variance' column refers to projects which are expected to come in under or over budget and projects which are no longer required.

Table 6- Capital Outturn 2023-24	Current Budget	Re-phasing (To)/from future years	Revised Budget	Forecast Outturn	Variance	
	£m	£m	£0m	£m	£m	%
Strategic Planning and Environment	1.490	(0.207)	1.283	1.351	0.068	4.58%

### 5.2 General Fund Capital Programme Major Variances for Strategic Planning and Environment

The slippage of £0.207m against Strategic Planning and Environment capital schemes includes accelerated spend of £0.150m relating to the Fleet replacement programme. The overspend of £0.068m relates to wheeled bins for waste collection.

### 5.3 Supplementary Capital Budget Requests

Cabinet will be asked to recommend to Council to approve the following supplementary budget requests for Strategic Planning and Environment services relating to 2024/25:

- UK Shared Prosperity Fund £0.265m. This project is fully grant funded.

## 6. Financial implications

6.1 Contained within the body of this report.

## 7. Legal implications

- 7.1** There are no direct legal implications arising from this report.
- 8. Risk implications**
- 8.1** Regular monitoring and reporting on the Council's financial position is one of the key ways in which the organisation manages the potential risk of the weakening of its financial resilience.
- 9. Equalities, Community Impact and Human Rights**
- 9.1** Community Impact Assessments on Council activities are carried out by relevant services with responsibility for those activities. A separate Community Impact Assessment has not been carried out in respect of this report.
- 9.2** There are no Human Rights Implications arising from this report.
- 10. Sustainability implications**
- 10.1** There are no specific sustainability implications arising from this report.
- 11. Council infrastructure**
- 11.1** The content of this report sets out the implications of the Council's activities for its financial resources for 2023/24.
- 12. Conclusions**
- 12.1** The position for 2023/24 is a surplus of £0.459m against Council General Fund budgets, of which a pressure of £1.380m relates to Strategic Planning and Environment services. Housing Revenue Account budgets are reporting a residual pressure of £0.294m.
- 12.2** The position for 2023/24 at quarter 4 is slippage of £0.207m and an overspend of £0.068m for Strategic Planning and Environment General Fund capital schemes. Housing and Community General Fund schemes are underspent by £0.097m and Housing Revenue Account capital schemes are underspent by £0.223m.



***Dacorum Borough Council***  
*Revenue Budget Monitoring Report for March 2024*

<b>Cost of Services</b>
Finance and Resources
Housing and Community
Strategic Planning and Environment
<b>Net Cost of Services</b>
<b>Other Items</b>
Investment Income
Interest Payments and Minimum Revenue Provision
Parish Precept Payments
Government Grants
Taxation (Council Tax and Business Rates)
<b>Surplus / Deficit on Provision of Services</b>
<b>Transfers between Reserves / Funds</b>
Net Recharge to the HRA
<b>Net Movement on General Fund Working Balance</b>

<i>Full Year</i>		
Budget £000	Forecast Outturn £000	Variance £000
9,767	11,718	1,951
1,976	1,674	(302)
12,049	13,968	1,919
<b>23,792</b>	<b>27,360</b>	<b>3,568</b>
(755)	(4,259)	(3,504)
741	546	(195)
1,234	1,234	0
(1,693)	(6,908)	(5,215)
(17,641)	(12,707)	4,934
<b>(18,114)</b>	<b>(22,094)</b>	<b>(3,980)</b>
(5,678)	(5,755)	(77)
0	(489)	(489)

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR MARCH 2024**

Scheme	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>General Fund</b>										
<b>Strategic Planning and Environment</b>										
<b>Assistant Director - Place, Communities and Enterprise</b>										
175 Urban Park/Education Centre (Durrants Lakes)	0	134,015	0	(103,915)	(103,915)	30,100	12,400	12,400	(17,700)	0
176 The Bury - Conversion into Museum and Gallery	2,570,000	53,150	0	(2,623,150)	(2,623,150)	0	0	0	0	0
177 UKSPF capacity funding - capital	0	0	0	0	0	11,500	11,500	11,500	0	0
	<b>2,570,000</b>	<b>187,165</b>	<b>0</b>	<b>(2,727,065)</b>	<b>(2,727,065)</b>	<b>41,600</b>	<b>23,900</b>	<b>23,900</b>	<b>(17,700)</b>	<b>0</b>
<b>Head of Environmental Services</b>										
181 Waste Services IT upgrade	0	80,000	0	0	0	80,000	44,958	44,958	(35,042)	0
182 Wheeled Bins & Boxes for New Properties	100,000	0	0	0	0	100,000	168,286	168,286	0	68,286
183 Resurfacing Works and Building Improvement to Depot	0	60,000	0	0	0	60,000	0	0	(60,000)	0
184 Waste Transfer Site Upgrade Works	0	262,461	0	(162,461)	(162,461)	100,000	9,870	9,870	(90,130)	0
185 Fleet Replacement Programme	(312,221)	2,341,332	0	(1,279,111)	(1,279,111)	750,000	900,732	900,732	150,732	0
	<b>(212,221)</b>	<b>2,743,793</b>	<b>0</b>	<b>(1,441,572)</b>	<b>(1,441,572)</b>	<b>1,090,000</b>	<b>1,123,847</b>	<b>1,123,846</b>	<b>(34,440)</b>	<b>68,286</b>
<b>Head of Property Services</b>										
189 Allotment Improvement Programme	0	47,970	0	(30,000)	(30,000)	17,970	0	0	(17,970)	0
190 Stone Works to Charter Tower	15,000	18,000	0	(33,000)	(33,000)	0	0	0	0	0
191 Nickey Line Bridge Refurbishment	0	50,000	0	(40,000)	(40,000)	10,000	1,426	1,426	(8,574)	(0)
192 Bennetts End Adventure playground - Cabin Roof	24,000	0	0	(24,000)	(24,000)	0	0	0	0	0
	<b>39,000</b>	<b>115,970</b>	<b>0</b>	<b>(127,000)</b>	<b>(127,000)</b>	<b>27,970</b>	<b>1,426</b>	<b>1,426</b>	<b>(26,544)</b>	<b>(0)</b>
<b>Head of Neighbourhood Management</b>										
196 Litter Bin Upgrade	85,000	0	0	0	0	85,000	0	0	(85,000)	0
197 Play Areas & Open Spaces - replace equipment	250,000	137,470	0	(387,470)	(387,470)	0	0	0	0	0
198 Gadebridge Park - Splash Park	70,000	0	0	0	0	70,000	37,382	37,382	(32,618)	0
199 Chipperfield Common Car Park Resurfacing	0	200,000	0	(100,000)	(100,000)	100,000	98,671	98,671	(1,329)	0
200 Water Gardens Fencing	25,000	0	0	0	0	25,000	15,673	15,673	(9,327)	0
	<b>430,000</b>	<b>337,470</b>	<b>0</b>	<b>(487,470)</b>	<b>(487,470)</b>	<b>280,000</b>	<b>151,727</b>	<b>151,727</b>	<b>(128,274)</b>	<b>0</b>
<b>Head of Development Management</b>										
43 CIL Capital Projects	0	0	0	0	0	50,000	50,000	50,000	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
<b>Totals: Strategic Planning and Environment</b>	<b>2,826,779</b>	<b>3,384,398</b>	<b>0</b>	<b>(4,783,107)</b>	<b>(4,783,107)</b>	<b>1,489,570</b>	<b>1,350,899</b>	<b>1,350,898</b>	<b>(206,958)</b>	<b>68,286</b>



## Strategic Planning and Environment Overview and Scrutiny Committee

<b>Report for:</b>	Strategic Planning and Environment Overview and Scrutiny Committee
<b>Title of report:</b>	Hertfordshire Development Quality Charter
<b>Date:</b>	15 July 2024
<b>Report on behalf of:</b>	Cllr Sheron Wilkie, Portfolio Holder for Place
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix 1 – Hertfordshire Development Quality Charter Appendix 2 – Hertfordshire Development Quality Charter – Terms of Use
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	None

### Report Author / Responsible Officer

Sara Whelan – Assistant Director for Planning



[Sara.Whelan@dacorum.gov.uk](mailto:Sara.Whelan@dacorum.gov.uk) / 01442 228250 (ext. 2250)

<b>Corporate Priorities</b>	<ul style="list-style-type: none"> <li>- A clean, safe and enjoyable environment</li> <li>- Building strong and vibrant communities</li> <li>- Ensuring economic growth and prosperity</li> <li>- Providing good quality affordable homes, in particular for those most in need</li> <li>- Ensuring efficient, effective and modern service delivery</li> <li>- Climate and ecological emergency</li> </ul>
<b>Wards affected</b>	All



<b>Purpose of the report:</b>	1. To endorse the Hertfordshire Development Quality Charter
<b>Recommendation (s) to the decision maker (s):</b>	1. That the Council signs the Hertfordshire Development Quality Charter
<b>Period for post policy/project review:</b>	Two years from date of Cabinet approval

## 1. Introduction

- 1.1 Hertfordshire Growth Board has prepared and endorsed a Development Quality Charter to set and achieve a new benchmark for high quality and sustainable development. It is a voluntary agreement that developers can sign to improve the quality of their developments.
- 1.2 This report introduces the Hertfordshire Development Quality Charter and sets out that the Council will engage with applicants/developers throughout the planning process using this document as a tool to build high quality and sustainable development. This could include the Council, in their role as developer in the future.

## 2. Herts Development Quality Charter

- 2.1 Improving the construction, heating, cooling and powering of homes and buildings is a positive way to tackle climate change. It is also recognised that people are more supportive of development if it is well designed, uses high quality materials and fits into its surroundings.
- 2.2 The website [HGB - Hertfordshire Development Quality Charter \(hertfordshiregrowthboard.com\)](http://hertfordshiregrowthboard.com) contains a downloadable copy of the Charter, a sign-up sheet and a terms of use document that sets out how councils and developers should use the Charter once they have signed it.
- 2.3 It is ultimately hoped that all councils, as Local Planning Authority and a significant number of developers will voluntarily sign the charter in order to set a new benchmark for high quality and sustainable development. Dacorum Borough Council will sign the charter for use as Local Planning Authority and work towards meeting the charter in its role as developer in the future.
- 2.4 For developers to achieve the pledges set out in the Charter they will need to show evidence on design and sustainability. For design, this includes the preparation of a design and access statement; masterplans, community engagement, design review panels and stewardship strategies for major sites; considerate construction practices; and biodiversity net gain. For sustainability, this means identifying and achieving a sustainability standard above building regulations, with a focus on carbon emissions from regulated energy.

## 3 Options and alternatives considered

- 3.1 Not endorsing the document – this was discounted as although the document would not be an adopted planning policy the endorsement of the Council shows that the Council is open to development which is high quality and sustainable.

## 4 Consultation

- 4.1 James Doe – Strategic Director (Place)
- 4.2 Diane Southam – Assistant Director, Place Communities and Enterprise
- 4.3 David Barrett – Assistant Director, Strategic Housing and Delivery
- 4.4 Julie Abbey-Taylor – Head of Investment and Delivery
- 4.5 Philip Stanley - Head of Development Management

4.6 Ronan Leydon – Team Manager, Strategic Planning

**5 Financial and value for money implications:**

Financial

5.1 None arising from decisions on this report.

Value for Money

5.2 None arising from this report.

5.3 The financial implication of the Charter is that it may cost the Council more money to build high quality and sustainable developments in the future. These costs have not been calculated as they will be different for each type of development and actual scheme that the council progresses. Signing this charter does not commit any future housing development schemes, it will be important to judge any additional costs against the outcome of a higher quality development.

**6 Legal Implications**

6.1 None arising from this report.

6.2 The Council signing up to the Herts Development Quality Charter sets out our positive position seeking high quality design and sustainable development throughout the planning process. It will be something an applicant can acknowledge when submitting their application. However, the charter will not form part of the development plan and therefore will not be an adopted planning policy.

**7 Risk implications:**

7.1 None arising from this report.

**8 Equalities, Community Impact and Human Rights:**

8.1 When considering proposals placed before Members it is important that they are fully aware of and have themselves rigorously considered the equalities implications of the decision that they are taking.

8.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

8.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

8.4 No EqIA or Community Impact Assessment has been undertaken in relation to this report. There are no Human Rights Implications arising from this report.

**9 Sustainability implications (including climate change, health and wellbeing, community safety)**

9.1 The sustainability impacts of this report are that future planning applications which voluntarily sign up to the Hertfordshire Development Quality Charter will be subject to building regulations.

10 **Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

10.1 None arising from this report.

**11 Conclusions:**

11.1 Not applicable

**Appendix 1 - Performance Report (attached separately)**





# Hertfordshire big ideas

**Hertfordshire Development Quality Charter**



**Hertfordshire  
Growth Board**

## INTRODUCTION



Hertfordshire  
Growth Board

# Hertfordshire Development Quality Charter

The purpose of this charter is to achieve a new benchmark for high quality and sustainable development in Hertfordshire.



**Foreword by Cllr Richard Roberts** Chair of Hertfordshire Growth Board and Leader of Hertfordshire County Council

**“This Charter has a simple ambition – to set and achieve a new benchmark for high quality and sustainable development.**

Most councils and many developers in the county have declared a climate emergency and are committed to becoming climate neutral within the next generation. The built environment is responsible for about 25% of greenhouse gas emissions, so one of the best things we can do is improve the construction, heating, cooling and powering of our homes and other buildings.

We also know that some people oppose new development because they are concerned about its quality, impact on its surroundings and lack of supporting facilities.

This Charter is therefore about achieving exemplary design quality and sustainability performance in new homes and buildings.

It is about making sure that building control compliance, planning policy, design quality and sustainability performance are more than the sum of their parts.

It is a commitment that anyone who builds in Hertfordshire will follow set processes in order to comply with planning and design policies and will seek to achieve high sustainability performance above the current minimums set by building regulations.

It is hoped that the Charter will be signed by all councils, housing associations and developers that are building in Hertfordshire.”

# Growth agenda

**Hertfordshire is planning to build about 100,000 homes and create about 100,000 jobs over the next 15 years. There are currently about 500,000 homes in Hertfordshire, so this is a significant increase.**

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About half of this development will re-use brownfield land in our towns and villages, at gentle densities that will accommodate new residents and help to support local shops and services.

The other half will be in urban extensions on the edge of our towns and villages as well as some entirely new villages, with good walking, cycling and bus services to town centres, jobs and railway stations.

There are a number of new business parks, life science campuses and film/tv studios that will provide high quality jobs and work with local schools, colleges and universities to offer skills and training.

And all of this development will be supported by new schools, health care, transport, community halls, sports centres and other facilities.

Development is important in itself, to provide homes and jobs and support the socio-economic prosperity of the county, but it has to be done in a way that reduces carbon emissions and protects the air, soil, water, green spaces and natural environment we all rely upon.





Hertfordshire  
Growth Board

# Design

**Design is vitally important to ensure that developments are safe, sustainable and desirable place to live.**

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High quality design refers to architecture and materials used to construct homes and buildings, as well as wider masterplanning factors such as layout and how the development works as a place.

The Government sets out national policies for design in its National Planning Policy Framework and the National Model Design Code.

Both documents emphasise the importance of distinctive places and beautiful buildings. *“Beauty is not a cost to be negotiated away: it is the benchmark that all new developments should meet, to turn a collection of buildings into a place, anywhere into somewhere and nowhere into home.”*

Each council in Hertfordshire has its own more detailed planning and design policies in Local Plans and other planning documents. These include targets for wider planning aspirations such as place-making, sustainable travel and affordable homes to help create communities where everyone has the chance to live.

[www.HertfordshireGrowthBoard.com](http://www.HertfordshireGrowthBoard.com)

## Hertfordshire design



# Design

Developers may also have their own in-house design standards. This Charter therefore focuses on the steps that we want developers to follow so that their proposals are as well designed as possible and can be commented on by the local community and scrutinised by planning officers and councillors.

This approach means that the Charter will remain valid as new policies and design codes are adopted.

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## Charter Pledges

**All developers must submit a design and access statement to demonstrate compliance with national and local planning policies, the National Model Design Code and local design codes.**

**Major sites will submit a masterplan, which must be agreed in advance of or alongside a planning application.**

**Major sites will be informed by community engagement and a design review panel as part of the pre-application and planning application process.**



**Major sites must explain the long-term stewardship strategy for their development.**

**Developers must incorporate environmental management systems, considerate construction, social value and construction skills development into their business models.**

**All developments should achieve at least 10% biodiversity net gain for at least 30 years, in accordance with the DEFRA toolkit.**



Hertfordshire  
Growth Board

# Sustainability

**Current building regulations are the minimum standards that a development must achieve in order to be safe and well-built, but they do not set very ambitious sustainability standards given the scale of the climate crisis.**

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There are a number of well-established industry standards – such as BRE Home Quality, LETI and Passivhaus for housing and BREEAM for commercial and industrial buildings – that can be used to rate the sustainability performance of development. Developers may also have their own in-house standards.

This Charter therefore places emphasis on industry recognised standards, rather than creating a bespoke standard for the county.

This approach means that the Charter will remain valid as building regulations are updated and new standards are created. It also makes it equally applicable for traditional, current and modern methods of construction.



# Sustainability

## Charter Pledge

**Developers must identify a sustainability standard that exceeds minimum current building regulations as part of their planning application and then use an industry-recognised process to demonstrate compliance with that standard upon completion of their development.**

There are a number of ways in which buildings can be made more sustainable, including location, orientation, placement of windows, thermal efficiency of walls and roofs etc, airtightness, thermal bridging, use of renewable energy and overall energy consumption.

We recognise that different standards have different levels of rigour, and therefore want developers to focus on achieving the highest possible performance for carbon emissions from regulated energy.

This process should also consider embodied carbon and the lifetime of the development. Buildings should be designed to endure and be capable of adaptation for different uses and occupants.

The ultimate objective is to reduce the use of fossil fuels.

**Hertfordshire  
sustainability**





Hertfordshire  
Growth Board

# Technical Information

Current sustainable construction principles are set by the national Building Regulations Part L which includes guidance on insulation, air permeability, ventilation, boiler efficiency and solar heat gain.

A new dwelling must be built to a minimum standard in terms of primary energy rate, emission rate and fabric energy efficiency rate when compared to a notional dwelling using the SAP standard assessment procedure. The building control body must be informed of the target rate and as-built rate.

The Government's Future Homes Standard seeks to improve upon building regulations, so that new homes generate 75-80% less carbon by 2025, and are able to become zero-carbon without any further refurbishment as the electricity grid continues to decarbonise. It also allows local councils to set higher standards for their areas if they wish.

The Government's Future Buildings Standard proposes new energy and ventilation standards for non-domestic buildings and a pathway for zero-carbon ready buildings.

The Building Research Establishment (BRE) describe their Home Quality Mark as the badge of a better home, which provides impartial information on design, construction and sustainability. It comprises a five star rating of the home's quality and scores for costs, wellbeing and environmental footprint. It uses a home energy performance ratio compared to a building regulations notional home. BREEAM is a similar sustainability assessment method for commercial and industrial buildings. BREEAM Communities is a framework for the masterplanning of new communities and regeneration projects.

LETI (the London Energy Transformation Initiative) is a grouping of councils and developers seeking to develop a zero carbon building standard. Their Climate Emergency Design Guide considers both embodied and operational carbon. It expects medium and large scale housing schemes to achieve high fabric u-values, air tightness, thermal bridging, window areas and use of renewable technologies to reduce regulated energy consumption to 35 kWh/sqm/year and space heating demand to 15 kWh/sqm/year.

# Technical Information

The Passivhaus system is a robust scheme that requires high levels of insulation, high performance windows, airtight building fabric, thermal bridge free construction and mechanical ventilation and heat recovery. It enables homes to reduce primary/unregulated energy demand to 120 kWh/sqm/year and space heating demand to 15 kWh/sqm/year.

For clarification, regulated energy is energy consumption from controlled fixture and fittings which are inherent in the design of the building such as heating, lighting and hot water, and unregulated energy is energy consumption from operation systems that cannot be controlled by building regulations such as lifts, cookers, refrigeration, IT equipment, servers, etc.

It is understood that BRE, LETI, RIBA, The Carbon Trust and others are working on a new Net Zero Carbon Building Standard.

The NPPF Prospectus identifies scope for a national development management policy to set higher sustainability targets.

**Hertfordshire Building Futures** is a council partnership which provides resources to help promote, facilitate and recognise high quality development. It comprises a sustainable design toolkit, a design review panel and an awards process.

**The Code of Considerate Practice** embodies high standards for the way the construction industry should work and operate, to respect the community, care for the environment and value the workforce. Developers may also have their own in-house standards.

**Biodiversity Net Gain** is a way of leaving the natural environment in a measurably better state than it was beforehand. The Environment Bill requires all planning permissions to deliver at least 10% biodiversity net gain for at least 30 years, alongside a wider duty for public bodies to conserve and enhance biodiversity in their areas.



Hertfordshire  
Growth Board

# Implementation

**This section explains how the Hertfordshire Development Charter will be implemented:**

- Hertfordshire Growth Board to formally endorse the Charter.
- Hertfordshire councils to sign the Charter.
- Council-owned development companies to sign the Charter.
- Housing Associations to sign the Charter.
- Developers to sign the Charter.
- Landowners to sign the Charter.

Hertfordshire Building Control Ltd and St Albans / Watford shared building control service to sign the Charter as interested parties.

Individual councils as local planning authorities should endorse the Charter in some way, such as adopting it as a material consideration in the determination of planning applications and/or incorporating it into planning policies, design policies and local design codes. There is also scope for the sustainability standard proposed by a developer to be set via a planning condition.

Developers who sign the Charter will be formally recognised on the Hertfordshire Infrastructure and Development Board (HIDB) website and are welcome to use it as part of their promotional material.

**Hertfordshire  
for the future**



# Implementation

Developments that comply with the Charter will be formally commended and automatically put forward for the Hertfordshire Building Futures Awards. There will be a distinct award for schemes that comply with the Charter.

Hertfordshire Growth Board to operate the Charter by asking developers to demonstrate compliance with its requirements. This will include evidence of corporate social values, membership of the Code of Considerate Constructors or similar and certification of sustainability performance using an industry recognised standard.

Hertfordshire Growth Board will work with Hertfordshire Building Control Ltd and St Albans / Watford shared building control service to record how many homes and buildings in the county are built above building regulation standards. There is scope for both of these bodies to offer a confirmation service to help developers prove that their buildings have achieved a high sustainability standard.

Hertfordshire Growth Board will explore the merits of a 'carbon fund' to help retrofit older homes and buildings. Older buildings are less sustainable than newer ones, with more scope for carbon savings, so there is scope to seek funding from new development to help upgrade older properties. This action might have particular merit once building regulation standards are enhanced.



**Hertfordshire**  
**for the future**







# Hertfordshire Growth Board



**Hertfordshire Development Quality Charter**

[www.HertfordshireGrowthBoard.com](http://www.HertfordshireGrowthBoard.com)



## **Hertfordshire Development Quality Charter**

### **Terms of Use**

#### Introduction

The purpose of the Development Quality Charter is to achieve a new benchmark for high quality and sustainable development in Hertfordshire.

This is because the built environment is responsible for about 25% of greenhouse gas emissions, so one of the best things we can do is improve the construction, heating, cooling and powering of our homes and other buildings.

It is hoped that councils, council-owned development companies, housing associations, developers, landowners and others will voluntarily sign the Charter and commit to achieve the following pledges.

#### Design Pledges

- Developers must submit a design and access statement to demonstrate compliance with national and local planning policies, the National Model Design Code and local design codes.
- Major sites will submit a masterplan, which must be agreed in advance of or alongside a planning application.
- Major sites will be informed by community engagement and a design review panel as part of the pre-application and planning application process.
- Major sites must explain the long-term stewardship strategy for their development.
- Developers must incorporate environmental management systems, considerate construction, social value and construction skills development into their business models.
- All developments should achieve at least 10% biodiversity net gain for at least 30 years, in accordance with the DEFRA toolkit.

#### Sustainability Pledge

- Developers must identify a sustainability standard that exceeds minimum current building regulations as part of their planning application and then use an industry-recognised process to demonstrate compliance with that standard upon completion of their development.

## Terms of Use

Councils, developers and others who sign the Charter will be formally recognised on the Hertfordshire Growth Board website.

Once they are signed up, councils and developers can make reference to the Charter and use the Charter Mark as part of their corporate promotional material.

Developers should tell the relevant local planning authority that they have signed the Charter as part of pre-application engagement.

It is a matter for the developer and the relevant local planning authority to decide whether the proposed development is a 'major site'. The planning system sets the threshold at 10+ homes or 1,000+ sqm of floorspace, but some Local Plan policies set different standards. This will then determine whether a masterplan is necessary and the appropriate level of community engagement and design review panel input.

Developers should make reference to the Charter in their planning applications, and demonstrate how they intend to comply with its pledges.

In accordance with the sustainability pledge, developers should advise the local planning authority which industry standard they intend to use to rate the sustainability performance of their development.

It is hoped that the relevant local planning authority will treat the Charter as a material consideration in the determination of planning applications that commit to its pledges.

It is hoped that the relevant local planning authority will use planning conditions to reaffirm the design and sustainability pledges made as part of planning applications.

Once the development is complete, developers should use an industry-recognised process to demonstrate that they have exceeded building regulations. We encourage developers to use Hertfordshire Building Control Ltd or St Albans / Watford shared building control service to confirm that the pledge has been achieved.

Developers should submit all of this information to the relevant local planning authority and Hertfordshire Growth Board.

Developments that comply with the Charter will be formally commended on the Hertfordshire Growth Board website.

Developments that comply with the Charter will be automatically put forward for the Hertfordshire Building Futures Awards. There will be a distinct award for schemes that comply with the Charter.



## Strategic Planning and Environment Overview and Scrutiny Committee

<b>Report for:</b>	Strategic Planning and Environment Overview and Scrutiny Committee
<b>Title of report:</b>	Hemel Health Campus
<b>Date:</b>	15th July 2024
<b>Report on behalf of:</b>	Councillor Sheron Wilkie, Portfolio Holder for Place
<b>Part:</b>	I
<b>If Part II, reason:</b>	
<b>Appendices:</b>	Appendix 1 – Internal Project Board Governance Appendix 2 – Draft Project Initiation Document
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	HWE ICB – Hertfordshire and West Essex Integrated Care Board WHTH - West Hertfordshire Teaching Hospitals NHS Trust

### Report Author / Responsible Officer

Diane Southam – Assistant Director Place Community and Enterprise



<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Ensuring efficient, effective and modern service delivery Climate and ecological emergency
<b>Wards affected</b>	All wards
<b>Purpose of the report:</b>	<b>1.</b> To provide an update on the Hemel Health Campus project
<b>Recommendation (s) to the decision maker (s):</b>	<b>1.</b> That Members note the report and provide any comments to Cabinet

Period for post policy/project review:	N/A
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## 1. Background

- 1.1. The Council, (DBC), Hertfordshire and West Essex Integrated Care Board, (HWE ICB) and West Hertfordshire Teaching Hospitals NHS Trust, (WHTH) have collectively, as the main partners, identified Market Square in Hemel Hempstead Town Centre as the potential location for a new Health Campus.
- 1.2. To support the development of plans the partners jointly funded an initial high level feasibility study, prepared by Turner and Townsend during 2023 who were appointed through the DBC commissioning process.
- 1.3. WHTH then commissioned architecture firm BDP to provide design support to the project and to provide illustrative designs based on indicative space requirements.
- 1.4. This work demonstrated that Market Square was of adequate size and a good location to pursue as a town centre option.
- 1.5. The three partners have confirmed ongoing support for building on the Turner and Townsend report and the Leader announced this at Full Council on 15<sup>th</sup> November 2023 with a subsequent joint press release.

## 2. Current Position

- 2.1. In order to develop a Strategic Outline Business Case for all partners to take through their respective governance approvals, a more detailed feasibility study will need to be undertaken, building on the Turner and Townsend commission.
- 2.2. To enable this, a PID has been developed jointly by the partners and is attached at Appendix 2 to this report.
- 2.3. The Council's governance process will be through the established Project Management Office (PMO) process and an internal Project Board will be established. The proposed Project Board is attached at Appendix 1 to this report and will report to the Capital Programme Board.
- 2.4. A detailed project plan will be developed by the partners, and this will include appropriate gateways for approvals to move through the process. This will help mitigate potential abortive costs.

## 3. Health Facilities in the High Street

- 3.1. There are a number of reports and studies identifying the benefits of health facilities being located in high streets and town centre that support the recommended approach to the Health Campus project including:

### 3.1.1. Local Government Association ' Shopping for Health'

3.1.1.1. *Building health into the high street has multiple benefits. It can play an important role in addressing health inequalities, offer much-needed additional capacity for health service delivery and attract more people into their local high street, while encouraging healthier lifestyles. Not only would more people visit and use high streets, the types, ethos and diversity would change. Those who may not use high streets regularly to shop would, for example, use them to attend health services, making more vibrant community spaces.*

3.1.1.2. *As high streets tend to be at the centre of public transport networks, this can make a wide range of health services more accessible to people and, importantly, increase their engagement and effectiveness.*

### 3.1.2. NHS Confederation ' Health on the High Street'

3.1.2.1. *"We have a generational opportunity not only to rethink what NHS services could more effectively be delivered on the high street, but to sustainably embed them at the heart of a diverse new community offer."* - Michael Wood, Head of Health Economic Partnerships, NHS Confederation

3.1.2.2. *"Health and wellbeing are central to community life and a new vision of a civic, more community-centred high street must have health services at its heart and promote healthy living."* - Ailbhe McNabola, Head of Research and Policy, Power to Change

### 3.1.3. The Grimsey Review 2

3.1.3.1. *There is a need for all towns to develop plans that are business-like and focused on transforming the place into a complete community hub incorporating **health**, housing, arts, education, entertainment, leisure, business/office space, as well as some shops, while developing a unique selling proposition (USP).*

## 4. Project Benefits – Section 4 of PID

- 4.1. The strategic drivers and benefits are set out in Section 4 of the PID and summarised below  
These include the wider economic, place making and benefits of having the Health Campus in the town centre to highlight why the council should be supporting the project with its resources including funding.
- 4.2. Healthcare provision in more modern, fit for purpose infrastructure
- 4.3. Consistency with the HWE Integrated Care Strategy, WHTH's Clinical Brief and wider Redevelopment Programme as well as strategies for individual provider Trusts.
- 4.4. Improvements to health and wellbeing of Dacorum residents through easily accessible co-located health services
- 4.5. Improved healthcare infrastructure that will increase footfall, to act as a catalyst for further regeneration of Town Centre environment
- 4.6. Increased footfall into the town centre will support local businesses and economic recovery
- 4.7. Potential for wider strategic benefits for the Borough, through inclusion of residential and commercial units that could support housing need and financial sustainability. This will provide much needed homes in the town centre and support the case for improvements to the night time economy.
- 4.8. Bringing underused public held land back into use, bettering the healthcare infrastructure than that which exists at the current hospital site, and improvements to connectivity and the public realm at a key and strategic town centre site
- 4.9. Disposal of land for (probable) housing development in Hemel Hempstead

## 5. Strategic Outline Business Case – Sections 3 of PID

- 5.1. The next stage of feasibility will inform the Strategic Outline Business Case, which is the first stage in the development of a Full Business Case. The outputs and outcomes of this next stage are shown in Section 3 of the PID and summarised below:
- 5.2. Outputs
  - 5.2.1. Establishment of strategic and delivery boards
  - 5.2.2. Completed Options Appraisal – to include
    - 5.2.2.1. List of services to be accommodated within each identified option
    - 5.2.2.2. Cost Review
    - 5.2.2.3. Funding and Cashflow Strategy

- 5.2.2.4. Delivery Model Options
- 5.2.3. High level spatial planning exercise
- 5.2.4. Land reviews and valuations
- 5.2.5. Land Assembly Strategy as required and appropriate
- 5.2.6. Establishment of Project Plan, Risk Log, Communications Plan, Quality Plan and Project Controls, for inclusion within the Strategic Outline Case
- 5.2.7. Completed Strategic Outline Case

### 5.3. Outcomes

- 5.3.1. Approval of Strategic Outline Case by all partners
- 5.3.2. Agreement of preferred way forward for scope of scheme and funding/delivery
- 5.3.3. Confirmation of capital and revenue funding arrangements for preferred way forward
- 5.3.4. Confirmation of anticipated delivery model and roles and responsibilities of key partners for further business case development and project delivery
- 5.3.5. Agreement to proceed to next stage of Project (Outline Business Case development)

## 6. Whole Project – Section 3 of PID

6.1. While the PID is primarily centred on the delivery of the next stage of feasibility, it does reflect on the high levels outputs and outcomes from the delivery of the whole project. These are shown in Section 3 of the PID and summarised below.

### 6.2. Outputs

- 6.2.1. Secured funding for full project delivery
- 6.2.2. Purchase of any privately-owned property required to deliver the project
- 6.2.3. Disposal of surplus assets with sale receipts reinvested locally
- 6.2.4. Successful relocation of services from existing facilities

### 6.3. Outcomes

- 6.3.1. Construction of new fit-for-purpose healthcare facility
- 6.3.2. Business/retail floorspace created
- 6.3.3. Creation of new place within Hemel Town Centre, including improvement to the public realm and overall appearance of the town centre

## 7. Project Scope

7.1. The project scope for the next stage of works is set out in Section 5 of the PID. This identifies the work to be undertaken building on the Turner and Townsend commission to inform and support the development of the business case. The scope is summarised below:

7.2. The key purpose of the Strategic Outline Case is to:

- 7.2.1. establish the strategic context for the spending proposal
- 7.2.2. evidence the case for change
- 7.2.3. establish the preferred way forward based on a range of options

7.3. The detail of the Strategic Outline Case will include:

- 7.3.1. Collation and detailed review of the current and future projected activity numbers for all services and patient groups
- 7.3.2. Land valuation exercises for both current hospital site and Market Square
- 7.3.3. Consideration of finance options
- 7.3.4. Long and short list of options, identifying the preferred way forward in Hemel Hempstead.
- 7.3.5. Consideration of implementation options.

## 8. Governance – Section 8 of PID

- 8.1. The joint project governance is set out in Section 8 of the PID. In addition to this, it is recognised that all partners will have their own governance approval processes and these are set out in Appendix 3 to the PID.
- 8.2. Council governance will be through established PMO process and an internal Project Board will be established and is set out in Appendix 1.
- 8.3. A joint governance structure will be established and full details are set out in the PID. These consist of the following:
  - 8.3.1. Executive Sponsor Group – will meet at each gateway approval AND at least 6 monthly.
  - 8.3.2. Executive Joint Board – will meet at least quarterly
  - 8.3.3. Joint Strategic Board – will meet monthly
  - 8.3.4. Joint Project Board – will meet fortnightly
  - 8.3.5. Joint Project Delivery Team – will meet weekly
- 8.4. It should be noted that meetings will only be held if appropriate and necessary to ensure the project is progressing
- 8.5. ICB and WHTH will be project leads for procurement and recruitment but all partners will contribute to the preparation of procurement briefs and job description.

## 9. Risks – Section 7 of PID

- 9.1. High level risks are set out in Appendix 4 to the PID.
- 9.2. A detailed risk register will be developed as the project is progressed.
- 9.3. A key risk to be identified through our governance approvals is that the expenditure could be abortive if the project doesn't progress to delivery.
- 9.4. To mitigate this, the detailed project plan will include gateway approvals to enable the partners to agree to the next stage of work throughout this next stage. This will need to be reflected in the procurement briefs and consultant appointments.
- 9.5. Another key risk is the resource capacity of partners to take the project forward. To mitigate this, the costs include the appointment of a Project Manager dedicated to delivering this next stage of works.

## 10. Financial Implications – Section 6 of PID

- 10.1. It has been agreed that the three main partners will jointly fund the next stage of works and this is what is being recommended through partner's governance approval processes.
- 10.2. The estimated costs for the next stage of works is £500,000. This has been provided by health partners based on other projects. However it needs to be recognised that the detailed briefs and scope of works for the commissioning process have to be developed and are subject to the outcomes of the procurement exercise.
- 10.3. This is an estimated figure, to cover externally sourced expertise such as (but not limited to):
  - 10.3.1. Project Manager
  - 10.3.2. Design Team
  - 10.3.3. Town planning consultants
  - 10.3.4. Valuation advisers
  - 10.3.5. Constructions cost consultants



10.3.6. Health planners

10.3.7. Business case and financial expertise

10.3.8. Communications and engagement

10.4. The Council's share of this estimate is £167,000.

10.5. It is recommended that a contingency element is added to this to mitigate the need to seek further funding approvals if required and so it is recommended that approval is sought for £200,000.

10.6. It is recommended this is funded from Dacorum Development Reserve.

10.7. Once the Strategic Business Case is complete, continuing to the next stages will require further funding and the Strategic Outline Business Case will set out proposals for this as part of the funding and delivery options

## 11. Next Steps

11.1. The next steps will be

11.1.1. Health and Wellbeing Committee - 18<sup>th</sup> July 2024

11.1.2. Cabinet – 23<sup>rd</sup> July 2024

11.2. To note, health partners' governance timetable means the Cabinet report may be able to reflect their approvals to the PID and funding or a verbal update will be given.

11.3. The Joint Project Board, supported by the Joint Strategic Board will progress the procurement briefs and job description for the Project Manager while approval processes are in train to avoid wasted time

## 12. Options

12.1. **Agree to the approach and recommendations as set out in the reports** – this will enable the project to progress, for the Council to be an equal partner in shaping the outcomes of the work. This will ensure full consideration is given to the broader benefits of the scheme to support the delivery of the Council's Place agenda and objectives. This option is **recommended**.

12.2. **Not agreeing to the approach and recommendations set out in the report** – This could result in the Health Campus not progressing in the town centre or, if it does proceed, would limit the scope to influence the outcomes. Given that the Council is also the owner of the Market Square, its extensive involvement in the project is considered essential. As such this option is **not recommended**.

<b>Project Sponsor</b>	Catherine Silva Donayre	Strategic Director – Corporate and Commercial
<b>Project Sponsor</b>	James Doe	Strategic Director – Place

<b>Membership</b>	<b>Name</b>	<b>Title</b>
<b>Project Executive</b>	Diane Southam	Assistant Director – Place, Communities and Enterprise
<b>Project Manager</b>	TBD	TBD
<b>Legal</b>	Mark Brookes	Assistant Director – Legal and Democratic Services
<b>Finance</b>	Nigel Howcutt	Chief Finance Officer
<b>Property</b>	Mark Pinnell	Assistant Director - Property
<b>Assurance</b>	Natasha Chambers	PMO Manager
<b>Project Support</b>	James Wrathall	Corporate Graduate



**NHS**  
Hertfordshire and  
West Essex  
Integrated Care Board

**NHS**  
West Hertfordshire  
Teaching Hospitals  
NHS Trust

# Hemel Health Campus

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## Project Initiation Document

<b>Version</b>	1.5
<b>Issue Date</b>	22 <sup>nd</sup> May 2024
<b>Status</b>	DRAFT

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## Version Control

Version	Description of version change	Date	Owner
0.1	First Draft – issued to project team	23/02/24	Rob Emmins
0.2	Second Draft – updated and reissued following project group feedback	07/03/24	Rob Emmins
0.3	Third Draft – updated and reissued following further feedback	26/03/24	Rob Emmins
0.4	Updated and reissued following discussion at project group meeting	28/03/24	Rob Emmins
0.5	Draft to be finalised at project group meeting	16/04/24	Rob Emmins
1.0	Final version agreed at project group meeting on 17/04/24	18/04/24	Rob Emmins
1.1	Updated following feedback from Chief Executives’ Meeting	07/05/24	Rob Emmins
1.2	Final changes agreed between HWB ICB, DBC and WHTH	20/05/24	Rob Emmins
1.3	Drafting changes	21/05/24	Alex White
1.4	Drafting changes	21/05/24	Alex White
1.5	Drafting changes	22/05/24	Alex White

# 1. Purpose of Document

This Project Initiation Document (PID) sets out why and how the initial stages of this project should proceed, who is involved and what their responsibilities are. It will provide a baseline for the future management of the project and for an assessment of its overall success.

## 2. Background

Recent discussions between local stakeholders, including Dacorum Borough Council (DBC), West Hertfordshire Teaching Hospitals NHS Trust (WHTH) and Hertfordshire and West Essex Integrated Care Board (HWE ICB), collectively the main partners, have seen Market Square in the Hemel Hempstead Town Centre identified as a potential location for the establishment of a new Healthcare Campus, as part of a regeneration plan for the area. Consideration of this scheme has identified an opportunity for WHTH's secondary care services to be relocated to this new site, along with community, mental health and general practice health services from other providers. There is also potential for the inclusion of residential and commercial units within the overall development as well as on the existing hospital site if redeveloped to support wider strategic objectives for regeneration and housing within Dacorum Borough. This will be further explored at the next stage of business case planning together with other options including NHS land holdings.

To support development of plans, the partners agreed to commission a feasibility study. An initial, high level feasibility study report was prepared by Turner and Townsend for the partners through DBC's commissioning process. As a result of this study, the partners, recognising that all business cases are based on a five-case model believe there is a strong strategic case to provide a healthcare facility in a central and accessible site in Hemel Hempstead Town Centre. Further work on the merits of such a facility exploration of other options will be needed at the next stage of Business Case development.

WHTH then commissioned architecture firm BDP to provide design support to the project, to further explore the feasibility of this opportunity, and to provide illustrative designs and drawings within indicative space requirements. The outcome of that work demonstrated that Market Square was of adequate size and a good location to pursue for the town centre option. DBC have carried out a high-level report on Title confirming that they have ownership and control over the land. If additional land is required around Market Square, as the Business Case is developed, DBC has confirmed that it will initiate contact with relevant landowners. DBC also owns the freehold of the Civic Centre site and the Forum. WHTH own the freehold of the existing hospital site where CLCH are tenants, Hertfordshire Partnership University NHS Foundation Trust (HPFT) owns a freehold site in Hemel Hempstead (St Paul's, Slippers Hill) and there are also NHS leasehold interests on primary and secondary healthcare assets within the town centre.

Up to the commencement of the governance arrangements articulated in this document, the Project has been developed through collective working between WHTH, DBC and HWE ICB and has primarily focussed on the initial assessment of the Project's high-level feasibility.

The partners have agreed and confirmed ongoing support for building on the previous work carried out by officers of the three parties and external consultants Turner and Townsend who produced the feasibility study, where the work and costs were equally divided.

Further work will include:

- Development of Strategic Outline Case
- Development of Outline Business Case
- Development of Full Business Case

The Parties, including DBC, NHS Commissioners and NHS Providers, will develop a Strategic Outline Case (including an Estates Feasibility Study to RIBA stages 1 and 2), according to the HM Treasury Green Book principles. At this time, future roles and responsibilities are not known for funding the ongoing planning, nor delivery and ownership of the development. It is proposed that this should form part of the next stage, and that there will be a shared contribution towards development of the Strategic Outline Business Case, split equally between the three main stakeholders (see Section 11). Negotiations and appointment of consultancy, architectural and engineering expertise will be overseen by members of the Joint Project Board. Joint governance arrangements are covered in section 8 of this PID, and the accompanying Memorandum of Understanding.

### **3. Outputs and Objectives**

The primary objective of this project is to identify the best option to improve local existing and aged healthcare infrastructure and to improve overall access to healthcare. This in turn has the potential to improve health outcomes and the overall well-being of residents, whilst also acting as a catalyst for further regeneration in the town centre through increased overall footfall. This will provide confidence to landowners, developers, and potential investors that the ambitions for the town centre, as set out in the Hemel Hempstead Town Centre Vision, are being delivered.

As stated above, there is also potential for the inclusion of residential and commercial units within options, to support wider strategic objectives for regeneration and housing within Dacorum Borough and support the commercial case for the project. This will be further explored at the next stage of business case planning.

#### 3.1 Outputs:

##### High Level Project Outputs

- Secured funding for full project delivery
- Purchase of any privately-owned property required to deliver the project
- Disposal of surplus assets with sale receipts reinvested locally
- Successful relocation of services from existing facilities

##### Strategic Outline Case Stage Outputs

- Establishment of strategic and delivery boards
- Completed Options Appraisal – to include
  - List of services to be accommodated within each identified option
  - Cost Review
  - Funding and Cashflow Strategy
  - Delivery Model Options
- High level spatial planning exercise
- Land reviews and valuations
- Land Assembly Strategy as required and appropriate
- Establishment of Project Plan, Risk Log, Communications Plan, Quality Plan and Project Controls, for inclusion within the Strategic Outline Case
- Completed Strategic Outline Case

#### 3.2 Outcomes:

### High Level Project Outcomes

- Construction of new fit-for-purpose healthcare facility (subject to funding and specification) for use by primary care and secondary care (including hospital, community and mental healthcare) services.
- Business/retail floorspace created (subject to commercial terms)
- Creation of new place within Hemel Town Centre, including improvement to the public realm and overall appearance of the town centre

### Strategic Outline Case Stage Outcomes

- Approval of Strategic Outline Case by all partners
- Agreement of preferred way forward for scope of scheme and funding/delivery
- Confirmation of capital and revenue funding arrangements for preferred way forward
- Confirmation of anticipated delivery model and roles and responsibilities of key partners for further business case development and project delivery
- Agreement to proceed to next stage of Project (Outline Business Case development)

## 4. Strategic Drivers and Benefits

### NHS Drivers

The NHS operates under various strategic drivers, which this project aims to support and contribute to having regard to the Integrated Healthcare Strategy that was ratified in December 2022 (see Appendix 5). Some of these are listed below:

- Integrated Care Systems (ICSs)
- Prevention and Population Health
- Digital Transformation
- Workforce Development
- Financial Sustainability and Efficiency
- Health and Social Care Integration
- Health Inequalities
- Quality Improvement

### WHTH Acute Redevelopment Programme

West Hertfordshire Teaching Hospitals NHS Trust is currently developing an Acute Redevelopment Programme, which will result in an Outline Business Case setting out the case for significant investment in the Trust estate. This will align with the NHS Long Term Plan, and fits within the HWE Integrated Care Strategy 'A Healthier Future', delivering a clinical model which includes the separation of emergency and planned care and the construction of new hospital buildings to address significant estates issues. Although this programme previously envisaged the refurbishment of existing accommodation on the Hemel Hempstead Hospital site, the proposed development of a Healthcare Campus in the town centre is entirely complimentary to the programme and has therefore been put forward for consideration.

### Project Benefits

Anticipated benefits from delivery of this project include:

- Healthcare provision in more modern, fit for purpose infrastructure in Hemel Hempstead
- Consistency with the HWE Integrated Care Strategy, WHTH's Clinical Brief and wider Redevelopment Programme as well as strategies for individual provider Trusts
- Improvements to health and wellbeing of Dacorum residents through easily accessible co-located health services
- Improved accessibility to healthcare for local residents
- Improved healthcare infrastructure that will increase footfall, to act as a catalyst for further regeneration of Town Centre environment
- Increased footfall into the town centre, will support local businesses and economic recovery
- Potential for wider strategic benefits for the Borough, through inclusion of residential and commercial units that could support housing need and financial sustainability. This will provide much needed homes in the town centre and support the case for improvements to the nighttime economy
- Bringing underused public held land back into use, bettering the healthcare infrastructure than that which exists at the current hospital site, and improvements to connectivity and the public realm at a key and strategic town centre site
- Disposal of land for (probable) housing development in Hemel Hempstead

## 5. Project Scope

### Services

The next stage of the project (Strategic Outline Case, see below) includes a review of the range of health and care services being considered for inclusion as well as the potential to include residential and commercial services within the development.

This review will:

- Start with an in-depth analysis of current and future health needs of the Dacorum population.
- Act in accordance with the previously agreed clinical brief for the Hemel site and an assumption that the range of services currently providing in HHH will continue to be provided in a new campus facility
- Identify any opportunities to further strengthen the local health and care offer to local residents, drawing on identified best practice and the analysis of the future health needs of the Dacorum population
- Bring a proposition together for consideration by the relevant parties (ICB, DBC, WHTH etc)

### Scope of Stage 2 - Strategic Outline Case

The key purpose of the Strategic Outline Case is to:

- establish the strategic context for the spending proposal
- evidence the case for change
- establish the preferred way forward based on a range of options

The detail of the Strategic Outline Case will include:

- Collation and detailed review of the current and future projected activity numbers for all services and patient groups
- Land valuation exercises for both current hospital site and Market Square
- Consideration of finance options



- Long and short list of options, identifying the preferred way forward in Hemel Hempstead.
- Consideration of implementation options.

Scoping the proposal and preparing the Strategic Outline Case (SOC) is the first stage in developing the project business case for a significant scheme using the Five Case Model. In line with the Government's Green Book 2018, the case will include several key sections aimed at defining the project's strategic objectives, scope, feasibility, and high-level approach<sup>1</sup>. These are listed below:

- Making the case for change
  - Agree strategic context
    - Organisation Overview
    - Alignment to existing policies and strategies
  - Determine spending objectives, existing arrangements and business needs
    - Determine spending objectives
    - Determine existing arrangements
    - Identify business needs
  - Determine potential business scope and key service requirements
  - Determine benefits, risks, constraints and dependencies
    - Identify the main benefits
    - Identify the main risks
    - Identify the constraints
    - Identify the dependencies
- Exploring the preferred way forward
  - Agree critical success factors for the project
  - Determine the long-list options and undertake SWOT analysis
    - Identify options
    - Options Framework
    - Use the Options Framework to identify the long list
    - Draft the long list
  - Recommend a preferred way forward
    - Draft the short-list

## 6. Costs

### Capital Costs

Indicative costs for this project are yet to be worked up in detail, and so the figures below should only be considered indicative.

- Costs for development of Strategic Outline Case (Stage 2): The estimated cost of this stage is in the region of £500,000. This is an estimated figure, to cover externally sourced expertise such as (but not limited to):
  - Project Manager
  - Design team
  - Town planning consultants
  - Valuation advisers
  - Construction cost consultants
  - Health planners
  - Business case and financial expertise

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<sup>1</sup> *Guide to developing the Project Business Case*, [https://assets.publishing.service.gov.uk/media/5bc72a97ed915d0ad7db6cd0/Project\\_Business\\_Case\\_2018.pdf](https://assets.publishing.service.gov.uk/media/5bc72a97ed915d0ad7db6cd0/Project_Business_Case_2018.pdf)

- Communications and engagement
- The cost for the development of the Strategic Outline Case is to be shared equally between the three main partners, each adhering to their own governance arrangements for this budget approval:
  - HWE ICB – Finance and Investment Committee 14<sup>th</sup> May 2024
  - DBC – Cabinet 23<sup>rd</sup> July 2024
  - WHTH – Finance and Performance Committee 23<sup>rd</sup> May 2024
- Full Project Cost (construction and delivery): This will be determined as the project progresses. The SOC will set out the high-level estimates under identified options.
- The parties acknowledge the necessity for composite funding. Sources of funding could include:
  - Government funding (primarily NHS funding sources, as well as other potential sources including Brown Land Release Fund)
  - Sale receipts derived from released NHS assets
  - Developers' contribution via CIL or S106
  - Private investment

### Revenue Costs

Revenue costs associated with the project have not yet been identified and will form part of the SOC for a range of options.

### Contributions

The proposed arrangement is for costs for the immediate next stage to be split equally between the project's three main stakeholders.

## **7. Risks and Constraints**

The Project Risks and Issues will be identified and monitored in a Risk Register. A short list of immediately identified risks are listed below.

### Risks

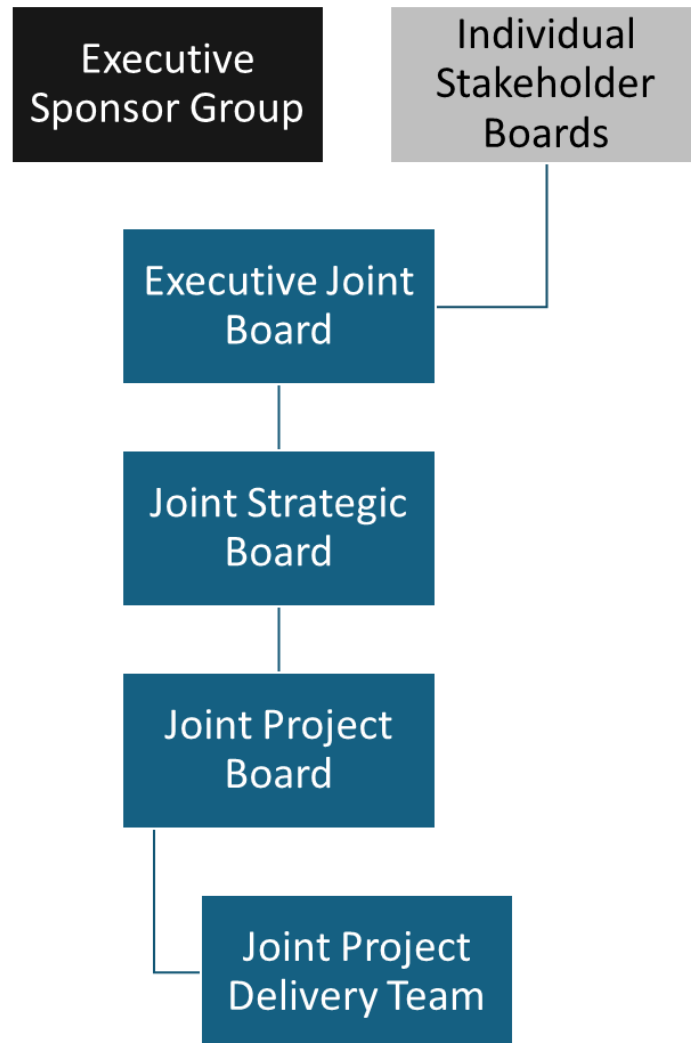
- Failure to identify sufficient funding source(s)
- Failure to secure disposal of WHTH land in Hemel Hempstead
- Securing planning consent on options identified and maximising densities to yield best sale values
- 2024 General Election and potential change of Government could affect timescale for delivery
- Local and/or regional opposition

### Constraints

- Ensuring continuity of healthcare outcomes
- Cashflow for full project

A detailed Risk Register of the initially identified risks can be found in Appendix 4, below, and will be further developed in the next stage of the project.

## 8. Project Governance



The structure diagram above sets out the proposed structure for the development and delivery of the Project. Each group within the structure shall be subject to its own Terms of Reference (ToR) and will be properly established during the next stage of the Project. As such, the names and roles of individual members should be considered indicative at this stage of the project, and subject to change as the project progresses.

Further details of the principles around project boards and other groups are set out in the accompanying Memorandum of Understanding.

### Executive Sponsor Group

The Executive Sponsor Group will comprise the Chief Executive Officers of the three lead organisations, lead members of the Council and the Chairs of the HWE ICB and WHHT. The Group will meet six monthly and prior to each Gateway approval process.

<b>Organisation</b>	<b>Name</b>	<b>Role / Title</b>
Hertfordshire and West Essex Integrated Care Board	Jane Halpin	Chief Executive
Hertfordshire and West Essex Integrated Care Board	Rt Hon Paul Burstow	Chair
West Hertfordshire Teaching Hospitals NHS Trust	Matthew Coats	Chief Executive Officer
West Hertfordshire Teaching Hospitals NHS Trust	Phil Townsend	Chair
Dacorum Borough Council	Claire Hamilton	Chief Executive
Dacorum Borough Council	Cllr Adrian England	Leader
Dacorum Borough Council	Cllr Simy Dhyani	Deputy Leader
Dacorum Borough Council	Cllr Sheron Wilkie	Portfolio Holder for Place

### Executive Joint Board

The Executive Joint Board, with its membership comprised of each organisation's Chief Executive Officers, will undertake strategic planning at the highest level and provide combined operational decision-making for the project. Project governance will mainly be delegated to the Joint Strategic Board. Each organisation will have its own decision making governance arrangements as set out in Appendix 3.

Membership of the Executive Board will include the following:

<b>Organisation</b>	<b>Name</b>	<b>Role / Title</b>
Hertfordshire and West Essex Integrated Care Board	Jane Halpin	Chief Executive
West Hertfordshire Teaching Hospitals NHS Trust	Matthew Coats	Chief Executive Officer
Dacorum Borough Council	Claire Hamilton	Chief Executive
Central London Community Healthcare NHS Trust	James Benson	Chief Executive Officer
Hertfordshire Community NHS Trust	Elliot Howard-Jones	Chief Executive Officer
Hertfordshire Partnership University NHS Foundation Trust	Karen Taylor	Chief Executive Officer

### Joint Strategic Board

The project will be governed by a Joint Strategic Board, comprising director-level representatives from WHTH, DBC, and HWE ICB. The Board will provide strategic direction, oversight, and decision-making authority for the project, ensuring alignment with organisational goals and objectives.

The Joint Strategic Board will be expected to:

- Approve all major plans and resourcing
- Authorise any significant deviation from plans and defined boundaries
- Approve the start and completion of each key stage of the project
- Communicate with other stakeholders and those higher in authority, where required to help remove barriers that threaten the success of the project
- Monitor the project to ensure that its objectives remain viable through its lifetime

Neither the Joint Strategic Board nor the Joint Project Board (below) have been formally convened at this initial stage of the project, however there is presently a general project team in place for delivery of Stage 1.

Membership of the Joint Strategic Board will be defined alongside development of the Terms of Reference and will be likely to include Director leads from each organisation (typically the Project Sponsors). It is anticipated that the Joint Strategic Board would meet monthly to review progress and set direction. This will take place as part of the relevant Joint Project Board meeting.

<b>Organisation</b>	<b>Name</b>	<b>Role / Title</b>
Dacorum Borough Council	James Doe	Strategic Director of Place
Dacorum Borough Council	Catherine Silva Donayre	Strategic Director of Corporate & Commercial
West Hertfordshire Teaching Hospitals NHS Trust	Alex White	Chief Redevelopment Officer
Herts West Essex ICB	Sue Fogden	Director Estates and Capital
<i>Further membership to be confirmed, including representation from HCT, HPFT, and CLCH</i>		

#### Joint Project Board

The Joint Project Board will sit underneath the Joint Strategic Board. Its membership will be made up of the Project Executives from each partner organisation, who will lead the day-to-day delivery of the next stage of the Project. A named Project Manager (to be appointed) will report to the Joint Project Board on a regular basis on progress against the project plan.

It is anticipated that the board will meet fortnightly, as a minimum.

<b>Organisation</b>	<b>Name</b>	<b>Role / Title</b>
Dacorum Borough Council	Diane Southam	Assistant Director Place, Communities and Enterprise
West Hertfordshire Teaching Hospitals NHS Trust	TBC	TBC
HWE ICB	Simon Whittome	Senior Development Manager
<i>Further membership to be confirmed, including representation from HCT, HPFT, and CLCH</i>		

### Joint Project Delivery Team

Delivery of the project will be undertaken by a Joint Project Delivery Team, led by a named Project Manager (to be appointed), and will report to the Joint Project Board for direction and management. The ToR and membership of the group will be collectively agreed and appointed by WHTH, DBC, and HWE ICB, as necessary to support project implementation, and will consist of a variety of multidisciplinary professionals. This may include, but not be limited to, project managers, service leads (clinical and managerial), architects, engineers, finance leads, and communications specialists.

Regular communication and collaboration will be maintained among project stakeholders through scheduled meetings, progress reports, email correspondence, and stakeholder engagement activities.

The group will meet on a regular basis (weekly/fortnightly) and will report through the Project Manager to the Joint Project Board.

<b>Organisation</b>	<b>Name</b>	<b>Role / Title</b>
TBC	TBC	Project Manager
Dacorum Borough Council	Caroline Saunders	Head of Place and Enterprise
West Hertfordshire Teaching Hospitals NHS Trust	TBC	Hemel Health Campus Project Director
HWE ICB	Simon Whittome	Senior Development Manager
<i>Further membership to be confirmed, including representation from HCT, HPFT, and CLCH</i>		

## 9. Plan

### 9.1 Overall Project Plan (Indicative)

An indicative project plan is provided in Appendix 1 and will be developed further during the next stage, in line with the current exploratory nature of the project. The individual stages of the project are detailed below:

#### **Stage 1: Project Initiation (Current – June 2024)**

- Establishment of Governance Structure
- Development of Project Initiation Document
- Development of detailed project plan for this stage of project
- Development and agreement of Memorandum of Understanding
- Development of briefs for consultants and advisors (as listed in Section 6, Costs)
- Development of job description for Joint Project Manager post
- Confirmation of funding for Stage 2
- Approval to proceed to Stage 2

#### **Stage 2: Strategic Outline Case (June 2024 – May 2025)**

- Recruitment of Joint Project Manager
- Appointment of relevant consultants and advisors (as listed in Section 6, Costs)
- Review of services considered for inclusion
- High level spatial planning
- Cost review
- Options Appraisal (including Funding and Delivery Models)
- Land review and valuation
- Establishment of Risk Log, Communications Plan, Quality Plan and Project Controls
- Production and Submission of Strategic Outline Case and proposals for Outline Business Case stage

#### **Stage 3: Outline Business Case**

- Design new facility to RIBA Stage 2
- Completion of full cost estimates
- Confirmation of procurement strategy
- Secure relevant approvals
- Production and Submission of Outline Business Case

#### **Stage 4: Full Business Case**

- Confirmation of full project costs
- Selection of preferred contractor(s) for delivery
- Production and Submission of Full Business Case

#### **Stage 5: Execution**

- Mobilise construction team and resources
- Begin construction of the healthcare campus



### **Stage 6: Monitoring and Control**

- Monitor project progress and performance
- Implement change control procedures as required
- Continuously assess and manage project risks
- Ensure compliance with health and safety regulations

### **Stage 7: Closure**

- Complete construction of the healthcare campus
- Conduct project review
- Confirm project completion

### **Stage 8: Post-Project Evaluation**

- Evaluate project performance against initial objectives and success criteria
- Identify opportunities for future projects or improvements based on lessons learned
- Document project outcomes
- Archive project documentation for future reference and audits

## 10. Project Approach

PRINCE2 principles will be used to manage the project. PRINCE2 provides a structured project management methodology to ensure that projects are managed on time and to budget. Every project is assigned a Project Sponsor with the responsibility for ensuring that the project is a success and for commissioning Quality Assurance of the deliverables arising from the project.

The project is initiated by developing this Project Initiation Document (PID). The PID sets out the agreed objectives and states the different roles, responsibilities, risks, milestones and products to be developed and delivered.

## 11. Stakeholders

The three primary stakeholders for this project are:

- Hertfordshire and West Essex Integrated Care Board (HWE ICB)
- West Hertfordshire Hospitals NHS Trust (WHTH)
- Dacorum Borough Council (DBC)

It has been agreed by the Chief Executives of all partner organisations that HWE ICB will act as the lead organisation as the project moves into Stage 2 (Strategic Outline Case) with WHTH being responsible for the day-to-day management of the project team and appointed external advisors. Clinical input and oversight must be foremost in the project.

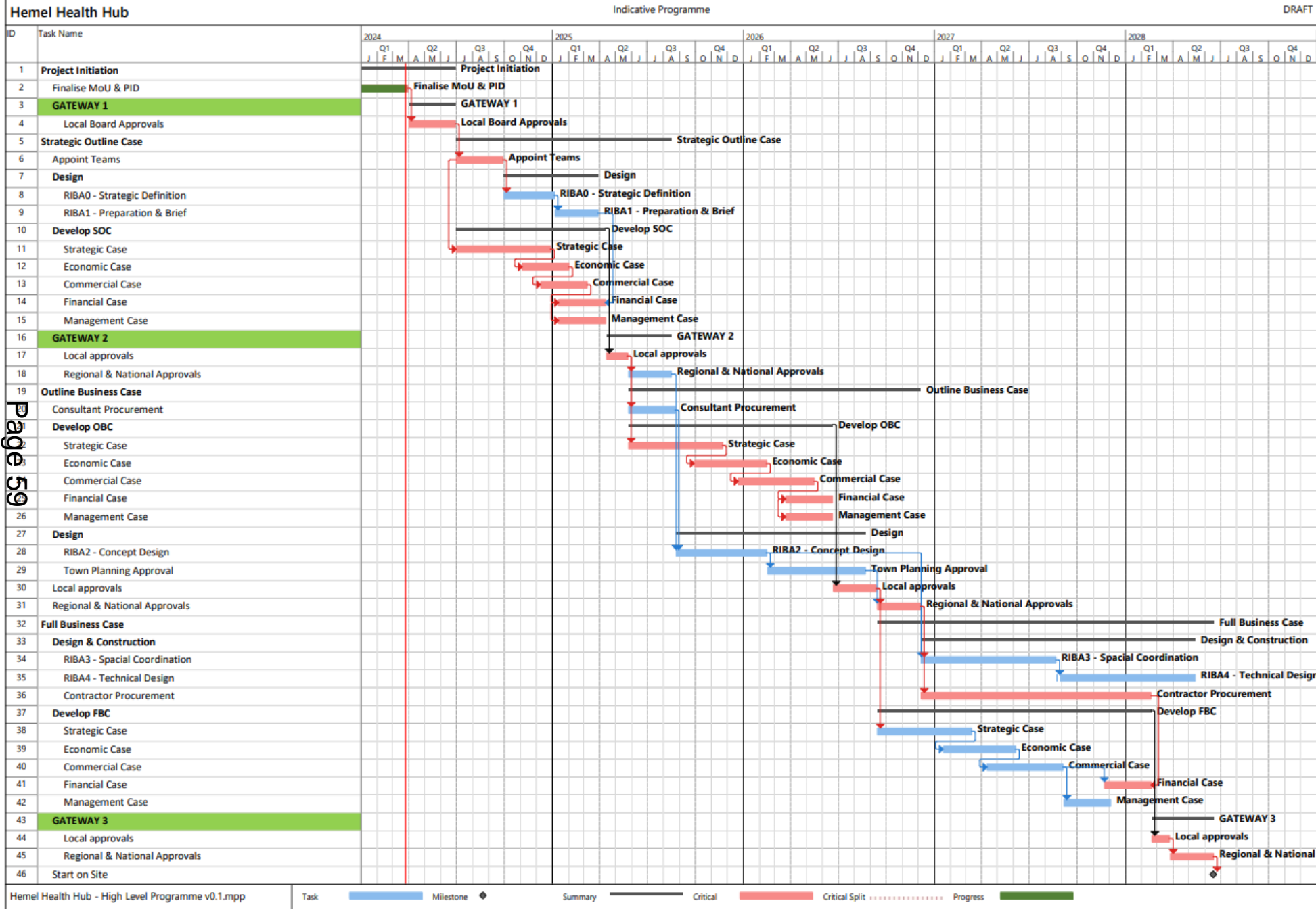
Additional stakeholder/partners include:

- Hertfordshire Partnership NHS Foundation Trust (HPFT)
- Hertfordshire Community NHS Trust (HCT)
- Central London Community Healthcare NHS Trust (CLCH)
- Primary Care represented by HWE ICB

It is anticipated that a more detailed understanding of each organisation's participation will be gained through the SOC Stage, with future roles and responsibilities agreed for the subsequent stages of the project.

Other relevant stakeholders (e.g. patient groups, local retailers, additional providers) will be identified and incorporated into the governance structure and communications plans as required.

Appendix 1 – Indicative High Level Project Plan



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## Appendix 2 – NHS/ICB Decision Gateway Map

The project framework is intended to incorporate a gateway at the end of each stage of the project lifecycle. A gateway is the decision point at which the project must present specified information to gain approval from the appointed governance board to proceed to the next stage.

At each gateway point, the decision will be:

- approval with instruction to proceed to next stage,
- decision deferred until further specified information is provided, or
- the project, at that stage of the project lifecycle, is rejected and closed.

The gateways for the later stages of the project will be defined during the delivery of Stage 2, but the key items of information for Stages 1 and 2 are as follows:

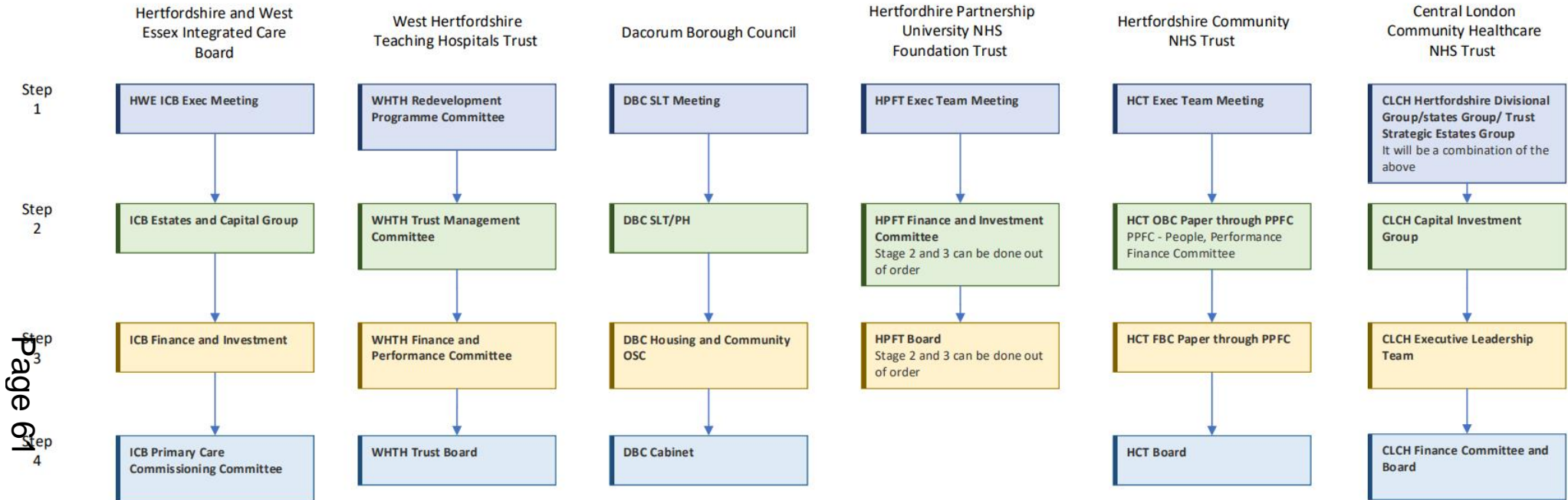
### Stage 1

- Regular contact established with project sponsors
- User groups identified and engaged
- Definition and scope outlined
- Initial consideration of costs, quality and risks outlined
- Project Initiation Document (PID) completed and approved by sponsor
- Project Initiation Document (PID) issued for approval

### Stage 2

- Team engaged on project with emphasis on roles and responsibilities, vision, deliverables, challenges, benefits and opportunities
- Stakeholders involved in definition and requirements specification
- Procurement and legal teams engaged to identify the most appropriate procurement route, if required, and include this in the business case
- Review of supply options completed. Consideration of soft market testing in advance of the outline business case
- Finance partners engaged to ensure costings are sound
- Strategic Outline Case completed
- Strategic Outline case approved by the sponsor and ready to be presented to the appointed boards for decision at gateway 2.

### Appendix 3 – Partner Organisation Governance Arrangements for Strategic Outline Case Stage

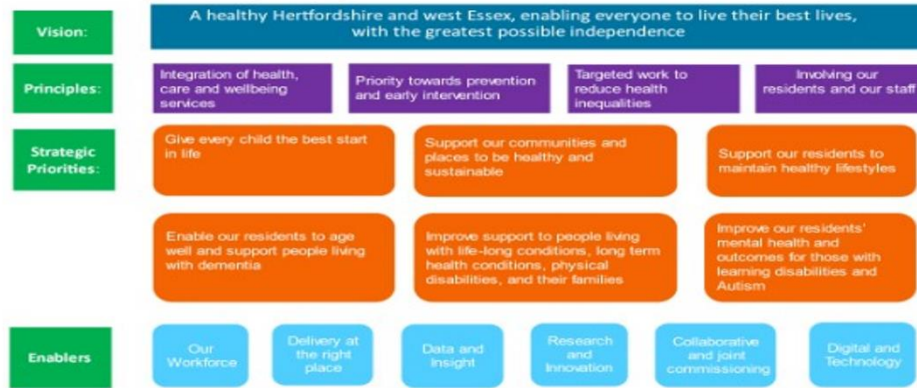


## Appendix 4 – Risk Register (Draft)

Risk Description	Impact	Likelihood	Score	Mitigation
Failure to identify sufficient funding source(s) on identified options would result in the project being impossible to deliver	3	5	15	Work with partner organisations to consider all possible sources of funding
Local and/or regional opposition could prevent delivery or significantly alter the scope of the scheme	3	3	9	Maintain open discussions to assess and address any stakeholder opposition
Failure to secure disposal of WHTH land in Hemel Hempstead would reduce available funding and or prevent WHTH service relocation	3	2	6	Work with specialist advisors to obtain assurance around land value
2024 General Election and potential change of Government could affect the possibility of this scheme proceeding	2	2	4	Monitor outcome of election(s) and continue to prepare compelling case for change
Lack of capacity and resource in any of the partner organisations causing a delay to deliver	3	3	9	Prompt appointment of dedicated Project Manager. Details project plan and meetings etc scheduled in advance

## Appendix 5 – HWE ICS Strategy and Strategic Framework

### HWE ICS 10-year Integrated Care Strategy approved December 2022



Hertfordshire and West Essex Integrated Care System



### HWE ICB's Strategic Framework



Hertfordshire and West Essex Integrated Care System



**Appendix 6 – Memorandum of Understanding (To Follow Separately)**





# Cabinet

<b>Report for:</b>	Cabinet
<b>Title of report:</b>	Release of Community Infrastructure Levy Core Funds
<b>Date:</b>	23 July 2024
<b>Report on behalf of:</b>	Councillor Sheron Wilkie, Portfolio Holder for Place
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix 1: Parish and Neighbourhood CIL Amounts Collected Appendix 2: Community Impact Assessment
<b>Background papers:</b>	<ol style="list-style-type: none"> <li>1. Report to Cabinet – Governance Arrangement for the Community Infrastructure Levy (28 November 2016) - <a href="https://democracy.dacorum.gov.uk/documents/g529/Public%20reports%20pack%2029th-Nov-2016%2019.30%20Cabinet.pdf?T=10">https://democracy.dacorum.gov.uk/documents/g529/Public%20reports%20pack%2029th-Nov-2016%2019.30%20Cabinet.pdf?T=10</a></li> <li>2. Infrastructure Delivery Plan (2023) <a href="https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/evidence-base/infrastructure-and-delivery">https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/evidence-base/infrastructure-and-delivery</a></li> <li>3. Draft Infrastructure Delivery Plan (Regulation 18 consultation) - <a href="https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/new-single-local-plan/technical-work-for-the-early-partial-review">https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/new-single-local-plan/technical-work-for-the-early-partial-review</a></li> <li>4. Report to Strategic Planning Overview and Scrutiny Committee (dated 1 February 2023) - <a href="#">Agenda for Strategic Planning &amp; Environment Overview &amp; Scrutiny on Wednesday, 1st February, 2023, 7.30 pm (dacorum.gov.uk)</a></li> <li>5. Cabinet Report (dated 14 February 2023) <a href="https://democracy.dacorum.gov.uk/ieListDocuments.aspx?CId=157&amp;MId=3440">https://democracy.dacorum.gov.uk/ieListDocuments.aspx?CId=157&amp;MId=3440</a></li> </ol>
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	<p>CIA: Community Impact Assessment          CIL: Community Infrastructure Levy          IAG: Infrastructure Advisory Group          IDP: Infrastructure Delivery Plan          IFS: Infrastructure Funding Statement          SEN: Special Educational Needs</p>

Sara Whelan, Assistant Director (Planning)



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<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery Climate and ecological emergency
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	1. To consider the recommendations made by the Infrastructure Advisory Group (IAG) to allocate core Community Infrastructure Levy (CIL) funding towards the relocation of Breakspeare Special Educational Needs (SEN) School.
<b>Recommendation (s) to the decision maker (s):</b>	That Cabinet: 1. Considers the recommendations of the Infrastructure Advisory Group (IAG) and agrees to allocate £1,364,424 of core Community Infrastructure Levy (CIL) funding towards the relocation of Breakspeare Special Education Needs School.
<b>Period for post policy/project review:</b>	Annual

## 1 Introduction/Background:

- 1.1. The Community Infrastructure Levy (CIL) is a mechanism for collecting financial contributions from new developments to help fund the provision of infrastructure required to support housing and commercial growth in the Borough. It is a tariff style system applied to the area of the development as a cost per square metre and may vary by both use and location.
- 1.2. The Borough Council is the Charging Authority for CIL. It is responsible for setting the proposed CIL rate, collecting the charges and spending the CIL income. Dacorum Borough Council adopted its CIL Charging Schedule on the 25th February 2015 and started charging its CIL on all new developments receiving planning permission from the 1st July 2015.

- 1.3. The Borough Council is required to allocate a portion of its CIL funding to the local community – neighbourhood CIL (15%) and may also allocate funds for the purposes of administration (5%). The bulk of CIL funding (80%) sits in a further pot from where it may be allocated towards infrastructure projects and priorities. The following table sets out the total funds collected and spent up until the end of the 2023/24 financial year.

Percentage	Allocation	Total CIL collection (up to 31 March 2024)	CIL spent/allocated (up to 31 March 2024)	CIL Balances (as of 31 March 2024)
5%	Administration of CIL	£1,234,763.37	£1,234,763.37	£0
15% (or 25% where there is a neighbourhood plan in place)	Neighbourhood CIL -allocated to town/parish and other neighbourhood areas	£3,608,849.08	£2,217,323.12 *	<b>£1,391,525.96</b>
80%	Core fund - held and spent directly by Dacorum Borough Council on new infrastructure items.	£19,887,654.88	£610,000	<b>£19,277,654.88</b>

\* Note this amount has not all been spent on projects to date, but has been transferred to the town/parish councils and projects in other neighbourhood areas.

- 1.4. The Council currently transfers CIL twice a year to the Town and Parish Councils and relevant areas under the CIL regulations. Town and Parish Councils are not constrained in the use of such sums to the provision of new infrastructure and may use funding broadly to support the needs arising from growth (the payments are not suited to long term revenue use as they are one-offs).
- 1.5. In the case of unparished areas, the Council retains this portion of CIL but works with Ward councillors to support the use of these funds. A breakdown of the total amount of CIL funding currently received by Parish Councils and other wards is set out in Appendix 1.
- 1.6. The remaining, or core, CIL funds should be allocated by the Council towards the infrastructure requirements arising from the growth planned in the Council's Local Plan. At a strategic level, these needs are identified in the Infrastructure Delivery Plan (IDP), which sets out the infrastructure plans and funding arrangements of infrastructure providers. This plan is a "live" document and is subject to regular discussion and review. It is published on the Dacorum Borough Council website.

<http://www.dacorum.gov.uk/home/planning-development/planning-strategicplanning/evidence-base/infrastructure-and-delivery>.

## 2 Release of CIL core funds

- 2.1 The Council, up to February 2023, had deferred releasing Core CIL until the new Local Plan is adopted, accompanied by a new IDP that identifies the infrastructure needed to support the growth coming forward. This would provide the Council with a complete picture of new infrastructure requirements alongside the new Local Plan.

- 2.2 In July 2021, Cabinet voted to defer the publication of the Regulation 19 version of the new Local Plan citing, amongst other things, the need to commission further evidence to support the Local Plan, to seek clarification from Government on the potential extent of planning reforms first announced in August 2020 and to continue with the detailed recreational, air and water quality surveys of the Chilterns Beechwoods Special Area of Conservation. Government has also recently published a series of proposed changes to national planning policy, which are unlikely to expedite plan production in Dacorum. As a result of the above, the Council does not expect its new Local Plan to be adopted until 2026.
- 2.3 As a consequence of the delay, there was a risk that the delivery of new infrastructure required to mitigate the impact of development already delivered in the Borough could be delayed. The Council therefore considered it appropriate to release a portion of its Core CIL funds to allow infrastructure to be delivered in the short term.
- 2.4 As CIL is a very limited pot of funding with a remit to deliver strategic infrastructure that is not linked to a particular development, careful consideration needs to be given to allocating CIL monies; particularly to strategic infrastructure projects that do not have alternative sources of funding and/or to projects that have secured match funding or borrowing to deliver.
- 2.5 Cabinet on 14 February 2023 and Full Council on 22 February 2023 agreed to release 20% of the Core CIL that had been collected between 1 July 2015 – 31 March 2023 (£3,027,519) - to be allocated to infrastructure projects.
- 2.6 The Infrastructure Advisory Group (IAG) on 3 February 2023 considered bids for core CIL funds including the bid of £2,666,194 for funding towards the relocation and expansion of Breakspeare Special Education Needs School. Cabinet on 14 February 2023 and then Full Council on 22 February 2023 agreed to contribute £610,000 of Core CIL funding towards the planned playground upgrades to elevate the new equipment beyond what would usually be delivered. Whilst the IAG supported the principle of contributing towards the cost of the delivery of the school at the time, a decision on the amount was deferred until further information was obtained.
- 2.7 On 10 May 2024 the IAG met to consider a revised funding figure for the relocation of Breakspeare SEN School. The IAG agreed to put forward the reduced figure of £1,364,424.00 for Cabinet approval.

### **3 Breakspeare Special Education Needs School**

- 3.1 Hertfordshire County Council (HCC) will be relocating the Breakspeare School and providing a larger school on a new site, increasing its capacity from 93 children to 210. This will create the additional capacity required to meet the demands from recent developments and will provide some additional capacity for future development. It will also improve the curriculum offered and the range of care that can be provided.
- 3.2 The new school will be sited in Croxley Green within the Three Rivers District Council area, however, admissions are decided by a provision panel and distance between a child's home and the school is not part of the consideration. Rather the policy is focused on judging what type of school will be the best setting for the child.
- 3.3 All special education needs schools in the area are at capacity. The enlargement of Breakspeare School will both provide additional spaces that will be open to families in Dacorum and give the opportunity for students who are currently enrolled in Woodside School in Hemel Hempstead to relocate to a closer school, thus opening up local spaces.
- 3.4 The overall cost of the project is estimated to be c.£35 Million, HCC has submitted bids for CIL funding to each of the four SW Herts CIL authorities, as shown in the table below. To

be fair and consistent with the S106 contribution in St Albans, HCC used the same methodology and multipliers for houses and flats that it uses for S106 calculations and applied it to the level of growth that had occurred in each authority between the date of CIL adoption and September 2021.

<b>SW Herts District</b>	<b>Houses / Bungalows</b>	<b>Flats / Apartments</b>	<b>CIL Funding Bid</b>	<b>CIL Bid Status</b>
Dacorum	1,778	2,215	<b>£2,666,194</b>	<b>Considered bid and agreed reduced amount £1,364,424</b>
Hertsmere	767	2,396	<b>£1,475,702</b>	<b>CILIP approved recommendation of full funding on 6/2/23</b>
Three Rivers	540	1,079	<b>£901,574</b>	<b>Full approval received from Executive</b>
Watford	272	1,937	<b>£769,058</b>	<b>Agreed at Cabinet Meeting on 5 February 2024</b>
<b>Grand Total</b>	<b>3,357</b>	<b>7,627</b>	<b>£5,812,528</b>	

- 3.5 At the IAG in February 2023 there was overall support for the project, but some concern that the level of funding requested was not proportionate to the positive impact the school would have on Dacorum residents. The IAG recommendation was to defer to the next IAG meeting.
- 3.6 The bid was reconsidered by the IAG in August 2023. Additional information was supplied by HCC further detailing the need, the admissions policy and the methodology for calculating the contribution requested.
- 3.7 Taking into account the overall support for the project with concerns raised by the IAG regarding the proportion of CIL funding requested, officers undertook a review of the methodology and calculation used by HCC in their proposal. Using the information supplied by HCC, the calculation was revised to include only housing completions that attracted a CIL liability. This resulted in a decreased funding figure of £1,364,424.
- 3.8 On 10 May 2024 the revised figure was presented to the IAG who made the recommendation to allocate £1,364,424 to the relocation and permanent enlargement of Breakspeare School.

#### **4. Consultation**

- 4.1 The following sections have been consulted on the work undertaken to date:
- Strategic Planning and Environment Overview and Scrutiny Committee – Cabinet to be verbally updated on outcome.

#### **5. Financial and value for money implications**

- 5.1 All the financial implications of the report have been set out above. There are no direct financial implications for the Council as Core CIL sits outside of the Council revenue or capital budgets and represents monies collected by developers.

- 5.2 Indirect financial implication for the Council will be the additional resources needed to oversee the management of funding bids, managing the IAG and managing projects once they are approved. This is covered by existing resources funded by CIL administrative funding.

## **6. Legal Implications**

- 6.1 Legal requirements governing CIL are set out in the Community Infrastructure Levy Regulations 2010 (as amended). The Council adheres to these regulations in all matters relating to CIL. It is important that the release of CIL Core Funding is in line with legislative requirements.

## **7. Risk implications**

- 7.1 Given the scale of growth taking place in Dacorum, and that expected to take place through the new Local Plan, it is important the Council is investing in infrastructure delivery to support the Borough.
- 7.2 There is a limited amount of CIL funding available. Spending CIL on a project reduces availability of funding for other projects.

## **8. Equalities, Community Impact and Human Rights:**

- 8.1 Community Impact Assessment – The enlargement of Breakspeare School will have a direct positive impact on young people with physical, intellectual and mental disabilities and a neutral impact on all other protected characteristics, see Appendix 2.
- 8.2 Human Rights – There are no Human Rights implications arising from this report.

## **9. Sustainability implications (including climate change, health and wellbeing, community safety)**

- 9.1 A number of the projects already funded through neighbourhood CIL and S106 contributions support sustainability improvements including climate change, health and wellbeing and community safety improvements as well as providing affordable housing for local communities.

## **10. Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

None arising from this report

## **11. Statutory Comments**

**Monitoring Officer:**

**S151:**

## **12. Conclusions**

The relocation and permanent enlargement of Breakspeare SEN School will ensure that there are adequate spaces now and in the future for pupils in South West Hertfordshire who

require additional support. Where there are no catchment areas for SEN Schools it is thought that the offer of additional spaces at Breakspeare School could free up places at more local SEN Schools.

## Appendix 1: Parish and Neighbourhood CIL Amounts Collected

Zone	Neighbourhood CIL Collected
Aldbury & Wiggington	0.00
Berkhamsted Town Council	332,191.77
Bovingdon Parish Council	122,277.15
Chipperfield Parish Council	73,047.19
Flamstead Parish Council	41,038.94
Flaunden Parish Council	7,491.79
Great Gaddesden Parish Council	27,197.96
Kings Langley Parish Council	97,442.04
Little Gaddesden Parish Council	17,632.31
Markyate Parish Council	13,793.47
Nash Mills Parish Council	36,922.73
Nettleden with Potten End Parish Council	73,352.92
Northchurch Parish Council	346,212.91
Tring Rural Parish Council	155,258.74
Tring Town Council	850,627.23
Wigginton Parish Council	2,687.75
Woodhall Farm	53,832.18
Adeyfield East	120,619.85
Adeyfield West	31,416.27
Apsley and Corner Hall	338,868.47
Bennetts End	13,117.18
Boxmoor	114,982.21
Chaulden and Warners End	57,072.63
Gadebridge	28,327.33
Grovehill	8,413.56
Hemel Hempstead Town	394,456.71
Highfield	9,392.35
Leverstock Green	37,352.74
BovingdonFlaundenChipperfield	203,822.72



# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Release of a proportion of Community Infrastructure Levy Core Funds

## Description of what is being impact assessed

*What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?*

*Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc*

*It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact*

The Community Infrastructure Levy (CIL) is a mechanism for collecting financial contributions from new developments to help fund the provision of infrastructure required to support housing and commercial growth in the Borough. It is a tariff style system applied to the area of the development as a cost per square metre and may vary by both use and location. The Borough Council is required to allocate CIL funding to the local community (15%). They may also allocate funds for the purposes of administration (5%) under where the release of these funds can be justified. The bulk of CIL funding (80%) sits in a further pot from where it may be allocated towards its infrastructure projects and priorities. At a strategic level, these priorities are identified in the IDP which sets out the infrastructure plans and funding arrangements of infrastructure providers. This plan is a “live” document and is subject to regular discussion and review. It is published on the website (<http://www.dacorum.gov.uk/home/planning-development/planning-strategicplanning/evidence-base/infrastructure-and-delivery>).

Following a robust bidding process, it is proposed to approve funding towards the relocation and permanent enlargement of Breakspeare SEN School.

## Evidence

### What data/information have you used to assess how this policy/service/decision might impact on protected groups?

*(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

CIL Core Documents and evidence used for set up and examination of CIL [https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/developer-contributions/community-infrastructure-levy-\(cil\)/cil-examination-library](https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/developer-contributions/community-infrastructure-levy-(cil)/cil-examination-library)

Dacorum Borough Council's Infrastructure Delivery Plan and numerous stakeholder consultations used to inform its preparation

**Who have you consulted with to assess possible impact on protected groups?** *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Senior Leadership Team (SLT)  
Hertfordshire County Council (HCC)  
Local Enterprise Partnership (LEP)  
Various stakeholders and infrastructure providers have been consulted as part of the preparation of the Infrastructure Delivery Plan (IDP)

### Analysis of impact on protected groups (and others)

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- *The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.*
- *Use "insert below" menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).*

### Summary of impact

#### Protected group

*What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?*

**Negative  
impact /  
outcome**

**Neutral  
impact /  
outcome**

**Positive  
impact /  
outcome**

<b>Age</b>	No material impact on this protected group	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Disability (physical, intellectual, mental)</b> <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	Breakspeare School caters for the educational needs of students with severe or profound learning difficulties. The expansion and permanent relocation of the school will increase its capacity from 93 to 210.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Gender reassignment</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Race and ethnicity</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Religion or belief</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sex</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	No material impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p><b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>The project assessment criteria assesses impact on social, environmental and economic impact including health and wellbeing as well as its impact on deprived communities. All projects being considered for CIL Core funds will be assessed. Further as CIL core funds will fund infrastructure that will support communities, it is expected that projects will have a strategic positive impact on all groups of the community.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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**Negative impacts / outcomes action plan**

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

<p><b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i></p>	<p><b>Date</b></p>	<p><b>Person responsible</b></p>	<p><b>Action complete</b></p>
n/a	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>

	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
n/a			
<b>Completed by (all involved in CIA)</b>			
<b>Date</b>			
<b>Signed off by</b> <i>(AD from different Directorate if being presented to CMT / Cabinet)</i>			
<b>Date</b>			
<b>Entered onto CIA database - date</b>			
<b>To be reviewed by</b> (officer name)			

<b>Review date</b>	
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# Strategic Planning and Environment Overview and Scrutiny Committee

<b>Report for:</b>	Strategic Planning and Environment Overview and Scrutiny Committee
<b>Title of report:</b>	Draft Parking Solutions Policy
<b>Date:</b>	Monday 15 July 2024
<b>Report on behalf of:</b>	Councillor Bromham, Portfolio Holder for Neighbourhood Operations
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Draft Parking Solutions Policy
<b>Background papers:</b>	Updates made to this committee at the meetings on 6 March and 11 June. Presentation made to this committee on 6 March
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	

**Responsible Officer:** Stefania Horne, Strategic Director Neighbourhood Operations

**Report Author:** Ian Ross, Head of Neighbourhood Management



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<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring efficient, effective and modern service delivery Climate and ecological emergency
<b>Wards affected</b>	All wards
<b>Purpose of the report:</b>	1. To present to the committee the draft Parking Solutions Policy for consideration and comment as part of the Governance process prior to adoption
<b>Recommendation (s) to the decision maker (s):</b>	1. That the committee notes this draft Parking Solutions Policy and supports its adoption

<b>Period for post policy/project review:</b>	Once adopted the Policy will run for a maximum period of 5 years or until such time the funding ends.
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**1 Introduction/Background:**

- 1.1 Since 2011, a Verge Hardening Programme (now known as Parking Solutions), has been running in Dacorum borough. This was designed to increase parking spaces within the borough.
- 1.2 While various reports have been made since the programme commenced there is seemingly no formal adopted policy or agreed decision making process, which means progress and decision making could appear to have been ad-hoc.
- 1.3 From 2016 up until 2022, when the programme was suspended, 65 schemes were delivered at an average cost of £30.5k per scheme.
- 1.4 There is currently £1.21m with the Council Capital Programme for further schemes to be delivered; this is apportioned with 705k available in 2024/25; £250k in 2025/26 and £250k in 2026/27.
- 1.5 The Council is receiving an increasing number of complaints from residents, mainly via Councillors and MPs, relating to lack of parking within residential areas resulting in footways being blocked, concerns over access for emergency services and some incidences of anti-social behaviour.
- 1.6 At present the list of roads where a solution to the lack of parking areas is 81; 47 of these have been requested in 2023 and 2024 alone.
- 1.7 The majority of requests are for areas in Hemel Hempstead, providing a possible link between the lay-out of the new town and the growth in car ownership, which would not have been anticipated at the time the lay-out of the new town was adopted.
- 1.8 Officers are currently responding to Councillors, MPs, and residents with holding responses pending the adoption of a new policy, which will have a transparent approval process and will offer the most benefit to residents and value for money.
- 1.9 Officers have provided updates to the Strategic Planning and Environment Scrutiny Committee on 6 March and 11 June. A short presentation was made at the 6 March meeting outlining the principles behind the new policy, which were broadly supported by all present.
- 1.10 The budget for delivery of this policy is finite and consideration needs to be given as to what happens once the current budget allocation is used up, and whether future funds are allocated or whether it is made clear that this is one-off funding that once used will not be replenished.
- 1.11 The policy will not necessarily be able to deliver solutions to resolve all the issues that residents are seeking to be resolved due to pre-existing features e.g. trees, etc. that are protected under the policy.
- 1.12 It should also be noted that there is no right for anyone to park outside/near their property which is what a lot of those people contacting their local councillors/MP are seeking.



## **2 Key Issues and proposals:**

### **2.1 Why is a policy needed?**

2.1.1 The policy is needed to ensure where schemes are delivered, they meet a robust criteria in-line with the current constraints of the Medium-Term Financial Strategy, the emerging Corporate Strategy that focusses on safeguarding the environment and fits with the Council's Climate and Ecological Emergency Programme

### **2.2 Policy context:**

2.2.1 This policy aims to reflect and support wider relevant DBC and HCC policies. Appendix A1 within the proposed policy (Appendix one) summarises the existing policies, at the time of writing, that are particularly relevant to parking solutions. It is not an exhaustive list.

2.2.2 The decision-making factors for parking solutions, set out in steps within the proposed policy, aim to reflect these policy considerations and to allow for situations where there are trade-offs between potentially competing objectives.

### **2.3 Principles behind the proposed policy:**

2.3.1 Overall, the policy aims to secure best use of the available budget for parking solutions, in a way that is most cost-effective not only for solving the specific issues identified in requests but also in supporting DBC's overall aspirations and goals for the borough. This is particularly important when resources are scarce, and prioritisation is required.

To this end, the principles behind the policy are:

- Requests for parking solutions should be dealt with appropriately and consistently, following a defined process.
- The process should allow for existing requests to be considered as well as new requests that come in over time.
- Spend should be based on need and cost-effectiveness within the available budget, not first-come-first-served or 'who shouts loudest'. This involves selecting and prioritising appropriate locations as part of the process.
- It should be possible to prioritise the most promising sites easily and quickly for feasibility study, while recognising that more detailed investigation will provide firmer information on the viability of any location.
- The policy and prioritisation aim to balance the (sometimes competing) goals of meeting parking needs, maintaining, and enhancing environmental quality, and ensuring safety and transport access for all users.
- It should also reflect not only the specific needs and issues at that location but also DBC's wider aspirations and goals for the community, such as net zero goals and supporting travel behaviour change. Again, an appropriate balance is required.

- Parking solutions should be pursued if it is the right solution to the identified parking or environmental problems at a particular location. If another solution is preferable at that location (such as measures to restrict rather than accommodate parking), this should be pursued instead. For example, commuter parking demand is often better managed by other approaches such as parking controls or travel demand management measures, particularly in the policy context of seeking to nudge-down commuter travel by car.
- Additional spaces created under this policy will normally be managed as part of the overall parking supply in that location. They will not be reserved for individual users. As part of the management of the parking in an area, existing and new parking spaces may be designated (e.g. for loading or blue badge holders) if that is required. If nearby spaces are charged (e.g. as part of a pay-and-display scheme or resident-only parking zone), the new spaces will normally be charged as well.

## **2.4 What is covered and what is not covered by the proposed policy:**

### 2.4.1 Under the proposed policy, the following would be in-scope of the policy:

- Highway land within the DBC area (subject to agreement with HCC where applicable)
- Open land owned by DBC (whether in residential or non-residential areas)

### 2.4.2 Under the proposed policy, the following would not be in-scope of the policy:

- DBC's approach to pavement parking (that is, cars parked wholly or partly on footways). This is a separate issue and is also subject to potential legislative change following a government consultation in 2020. However, where the presence and impact of pavement parking is part of the context for a particular request, this will be considered. For example, the presence of pavement parking may be an indicator of parking stress.
- DBC's approach to parking for disabled people (blue badge parking), cycle parking, micromobility, off-street carparks or dedicated lorry parking. These too are separate issues. However, where they are relevant to a particular request as part of the problem or a potential part of the scheme, they will be considered and may form part of the management or designation of spaces within the overall area.
- Locations where landowners other than DBC are proposing parking solutions on their own land.
- Locations that require land owned by private landowners. These involve a more complicated process including landowner negotiation and therefore, even if pursued, would need to be progressed separately. Note that unadopted roads (i.e. roads that have not been adopted as public highway) come under this category. However, locations that require land owned by other public sector bodies (such as HCC non-highway land) may be considered.
- Locations that require existing developed or paved land, such as re-purposing existing car parks or garages.
- Parking provision for (or anticipated demand arising from) new developments; this is covered in planning policy.

- Parking provision for (or anticipated demand arising from) commuters. This is covered separately in transport and planning policies, and verge hardening is not an appropriate solution to this demand.
- Issues arising from school pick-up and drop-off. This is better addressed in a holistic manner taking account of safety and wider transport policy goals.
- Over-running of verges by larger vehicles, where carriageway geometry is the underlying issue. For example, if lorries are routinely running over verges at a tight corner, this is a highway design matter rather than a parking matter. However, if they are doing so because of obstructive parking, this would be within the scope of this policy.
- Installation of electric vehicle charge points (EVCPs). There is a separate strategy for this. However, where there is potential for installing EVCPs as part of the scheme, and this is consistent with the EVCP strategy, they may be included as part of the scheme design and implementation.

## **2.5 Decision making:**

- 2.5.1 Each scheme will be assessed for suitability for delivery under the policy and if it meets the criteria will be scored against a set criterion outlined in Step 4 of the policy. Schemes will be ranked for delivery based on the prioritisation score they receive within this process.
- 2.5.2 It is recommended that once adopted the authority for selecting schemes is delegated to the Strategic Director, Neighbourhood Operations through the Neighbourhood Operations Board and this will be done where required in consultation with the Portfolio Holder for Neighbourhood Operations.
- 2.5.3 It is recommended for schemes over £100,000 that additional feasibility and due diligence is carried out.

## **3 Options and alternatives considered:**

- 3.1 The Council had three options available to it in relation to this policy and its implementation:
- a. Continue as it prior to the scheme being suspended
  - b. Abandon the scheme and undertake no further schemes
  - c. Agree and adopt a new policy
- 3.2 The option chosen was option C.

## **4 Consultation:**

- 4.1 The draft Parking Solutions Policy was considered by the Council's Senior Leadership Team (SLT) at the meeting on 24 April 2024 and by SLT-Portfolio Holder Group on 13 June 2024, and any suggested amendments have been taken into account

## **5 Financial and value for money implications:**

- 5.1 There is an existing Capital Budget associated with the policy, which is detailed in paragraph 1.4.
- 5.2 There are no revenue budgets associated with this policy; any maintenance of new parking areas created will be absorbed by existing budgets and resources.
- 5.3 It is expected any works associated with this policy are procured and undertaken in accordance with Council Standing Orders to ensure value for money.

## **6 Legal Implications:**

- 6.1 There are no legal implications arising directly from this report.
- 6.2 Some legal implications may arise during the implementation of schemes taken forward e.g. requirement for Planning Consent, etc. but these will be dealt with on a case-by-case basis.

## **7 Risk implications:**

- 7.1 It is unlikely the Council is going to be able to deliver all the schemes where requests have been made, which could have a reputational risk for the Council.
- 7.2 It is anticipated that all schemes regardless of the stage they were at previously will be reassessed against the new criteria within this policy, which may mean some schemes that were at an advanced stage are no longer a priority for delivery.

## **8 Equalities, Community Impact and Human Rights:**

- 8.1 As part of the next stage of work and prior to adoption, equalities and community impact assessments will be carried out along with an assessment of human rights.

## **9 Sustainability implications (including climate change, health and wellbeing, community safety)**

- 9.1 This policy has been produced to support the Council's Climate and Ecological Emergency Strategy along with other key strategies which are documented in 'Appendix A: Policy context' of the policy document.

## **10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

- 10.1 Under the draft policy, schemes will only be implemented on land owned by Dacorum Borough Council or on land owned by Hertfordshire County Council where they consent to this.

## **11 Conclusions and next steps:**

- 11.1 Following the meeting of this committee, any comments made will be considered and amendments made as appropriate before re-presenting the report to SLT-Portfolio Holder Group prior to seeking the relevant sign-off and commencing implementation.
- 11.2 Anticipating that physical delivery of any projects in the current financial year will be minimal, it will be necessary to reprofile the projected spend of the current allocated within the Capital Programme – a reprofiled spend will need to be agreed with colleagues in Finance.

- 11.3 To deliver successful schemes, which this proposed policy underpins, will require staff resource. Within the current establishment is a project manager for implementing this policy (it is within the associated capital budget), officers need to ensure this position is filled so that once adopted work to implement the policy can commence without delay.
- 11.4 A marketing and communications plan will be developed to cover the policy including how engagement will be carried out especially when schemes are consulted on – this will allow further transparency on all aspects of the policy and its implementation. This could include how new schemes are nominated, possibly via an online form. The Council website will be updated accordingly.

# Dacorum Borough Council: Proposed Parking Solutions Policy

## 1 Introduction

### 1.1 Purpose

This document sets out a proposed policy, decision-making toolkit and prioritisation process to give a strategic approach to dealing with requests for parking solutions. In particular, it sets out how Dacorum Borough Council (DBC) will get the best use out of the budget allocated for this purpose, by:

- Selecting locations that are suitable, using a transparent and consistent process that supports the council's wider policy ambitions
- Prioritising eligible schemes based on need, within the available budget

### 1.2 What is parking solutions and why do people request it?

Parking solutions includes amongst other things strengthening or paving areas of highway verges or other green space that are either:

- currently informally used for parking motor vehicles, and this needs to be formalised and accommodated (eg to prevent damage to the surface) rather than other solutions such as restricting parking
- not currently used in this way, but could be, in order to address other problems such as shortage of parking supply or obstructive parking

Depending on the situation, it may range from simply installing cellular, permeable paving (such as products involving grassy areas within a concrete grid system) to making formal, paved parking areas.

Requests for parking solutions may be prompted by a range of factors, such as concerns over:

- Damage to grass surfaces, adversely affecting the quality of the public realm
- Shortage of parking supply
- Availability of locations for loading and servicing commercial premises
- Obstructive parking or loading

### 1.3 Why do we need this policy document?

Requests for parking solutions are made from time to time. DBC has an allocated budget for parking solutions in the financial years 2024/25 to 2026/27. The requests need to be

considered appropriately and consistently, and to be prioritised to make the best use of the available budget, and in a way that supports wider policy objectives. This document sets out how DBC will achieve this.

## 1.4 Is this a new policy?

Dacorum does not currently have an active policy in this area.

In 2011-12 a previous Verge Hardening Project focused on areas of residential parking stress, and produced a set of prioritisation criteria and delivery approach for verge hardening in response. That project essentially covered only green amenity space in housing areas.

## 2 Responsibilities

**Highways:** although Hertfordshire County Council (HCC) is the local highway authority, HCC has delegated the function of Parking Authority to the Borough and District Councils under agency agreements. DBC is therefore responsible for on-street parking within the district. The council operates residents' parking schemes; promotes, determines and implements Traffic Regulation Orders (TROs) for the purpose of parking management; and enforces parking restrictions. Parking restrictions for the purpose of ensuring safe and free flow of traffic are, however, normally implemented by HCC.

Thus DBC takes the lead on managing parking on the highway, but needs to go through HCC to implement any physical changes such as verge-hardening. DBC designs the proposed schemes, and consults on the changes. HCC will look to ensure that the proposal is safe and the TRO is correct.

Works on highways (including highway verges) can be undertaken under highway law using permitted development powers, and therefore generally do not need planning permission.

**Other land:** Away from highways, parking or other use of land is the owner or occupier's responsibility subject to planning law and other controls. DBC owns some land, particularly amenity areas (sometimes known as 'amenity greens' or 'green space') in residential areas. This policy therefore also applies to how DBC will look at verge hardening on land that it owns. Verge hardening in these situations will generally need planning permission, but there may be exceptions that can be done under permitted development powers.

Whether a piece of land is part of the highway or not is often, but not always, clear on the ground. Sometimes the records (highway register) need to be consulted to identify this in the first instance. It will usually need to be confirmed at the feasibility study stage in any case. Note that some roads have not been adopted as highway and therefore remain, in effect, as private land.

## 3 Policy context

This policy aims to reflect and support wider relevant DBC and HCC policies. Appendix A1 summarises the existing policies, at the time of writing, that are *particularly* relevant to this policy. It is not an exhaustive list.

The wider policies evolve over time. This policy should therefore be seen in the light of the policies that exist at the time of considering a particular request. Appendix A2 summarises some currently known areas of relevant emerging policy.

There is a wide range of relevant policy goals, including maintaining and enhancing environmental quality, ensuring safety and good transport access for all users, and working towards net zero. Parking policy reflects these and, in particular, seeks to find the right balance between meeting parking demand and supporting travel behaviour change, taking account of the characteristics of the location. The Parking Solutions Policy will need to reflect and balance all these factors.

There are also technical policies that set out where parking (and hence potentially verge hardening) may or may not be appropriate. Finally, verge hardening offers potential synergies with the installation of electric vehicle charge points (EVCPs) to enable the transition to electric mobility, and both DBC and Hertfordshire have strategies for where these installations are to be prioritised.

The decision-making factors for parking solutions, set out in steps 1 to 5 of the process below, aim to reflect these policy considerations and to allow for situations where there are trade-offs between potentially competing objectives.

## 4 Budgetary context

A total budget of around £1.2 million has been allocated for parking solutions, split across the financial years 2024/25 through to 2026/27.

At the time of developing this policy, there are more than 80 existing requests that will need to be considered, and prioritised if accepted, once the policy is agreed. Further requests are likely to continue to be made. It is therefore unlikely to be possible to accommodate all requests. This makes it important to prioritise the requests, irrespective of whether they are existing or future ones.

## 5 Principles and scope of policy

### 5.1 Principles behind the policy

Overall the policy aims to secure best use of the available budget for parking solutions, in a way that is most cost-effective not only for solving the specific issues identified in requests but also in supporting DBC's overall aspirations and goals for the borough.

To this end, the principles behind the policy are:

- Requests for parking solutions should be dealt with appropriately and consistently, following a defined process.
- The process should allow for existing requests to be considered as well as new requests that come in over time.



- Spend should be on the basis of need and cost-effectiveness within the available budget, not first-come-first-served or ‘who shouts loudest’. This involves selecting and prioritising appropriate locations as part of the process.
- It should be possible to prioritise the most promising sites easily and quickly for feasibility study, while recognising that more detailed investigation will provide firmer information on the viability of any particular location.
- The policy and prioritisation aim to balance the (sometimes competing) goals of meeting parking needs, maintaining and enhancing environmental quality, and ensuring safety and transport access for all users.
- It should also reflect not only the specific needs and issues at that location but also DBC’s wider aspirations and goals for the community, such as net zero goals and supporting travel behaviour change. Again an appropriate balance is required.
- Parking solutions should be pursued if it is the right solution to the identified parking or environmental problems at a particular location. If another solution is preferable at that location (such as measures to restrict rather than accommodate parking), this should be pursued instead. In particular, commuter parking demand is generally better managed by other approaches such as parking controls or travel demand management measures, particularly in the policy context of seeking to nudge-down commuter travel by car.
- Additional spaces created by through this policy will normally be managed as part of the overall parking supply in that location. They will not be reserved for individual users. As part of the management of the parking in an area, existing and new verge-hardening spaces may be designated (eg for loading or blue badge holders) if that is required. If nearby spaces are charged (e.g. as part of a pay-and-display scheme or resident-only parking zone), the new spaces will normally be charged as well.

## 5.2 What does this policy cover?

This policy document covers DBC’s process and decision-making approach for dealing with requests for parking solutions on:

- highway land within the DBC area
- open land owned by DBC (whether in residential or non-residential areas)

up to the point where a location is taken forward for a feasibility study.

## 5.3 What does it not cover?

It does not cover:

- The feasibility study stage itself or the subsequent stages towards potential delivery.
- DBC’s approach to pavement parking (that is, cars parked wholly or partly on footways). This is a separate issue and is also subject to potential legislative change following a government consultation in 2020. However, as described in step 4

(section 11), where the presence and impact of pavement parking is part of the context for a particular request, this will be taken into account. For example, the presence of pavement parking may be an indicator of parking stress.

- DBC’s approach to parking for disabled people (blue badge parking), cycle parking, micromobility, off-street car parks or dedicated lorry parking. These too are separate issues. However, where they are relevant to a particular request as part of the problem or a potential part of the scheme, they will be taken into account and may form part of the management or designation of spaces within the overall area.
- Locations where landowners other than DBC are proposing parking solutions on their own land.
- Locations that require land owned by private landowners. These involve a more complicated process including landowner negotiation and therefore, even if pursued, would need to be progressed separately. Note that unadopted roads (ie roads that have not been adopted as public highway) come under this category. However, locations that require land owned by other public sector bodies (such as HCC non-highway land) may be considered.
- Locations that require existing developed or paved land, such as re-purposing existing car parks or garages.
- Parking provision for (or anticipated demand arising from) new developments; this is covered in planning policy.
- Parking provision for (or anticipated demand arising from) commuters. This is covered separately in transport and planning policies, and (as described in section 5.1) verge-hardening is generally not an appropriate solution to this demand.
- Issues arising from school pick-up and drop-off. This is better addressed in a holistic manner taking account of safety and wider transport policy goals.
- Over-running of verges by larger vehicles, where carriageway geometry is the underlying issue. For example, if lorries are routinely running over verges at a tight corner, this is a highway design matter rather than a parking matter. However, if they are doing so because of obstructive parking, this would be within the scope of this policy.
- Installation of electric vehicle charge points (EVCPs). There is a separate strategy for this. However, where there is potential for installing EVCPs as part of the scheme, and this is consistent with the EVCP strategy, they may be included as part of the scheme design and implementation.

It reflects current DBC policies (as at spring 2024) and the available budget up to 2026/27. The underlying principles and process will, however, remain applicable even if adopted policies and budget levels change. Implementation can therefore be adapted accordingly.

## 6 Overview of decision-making process

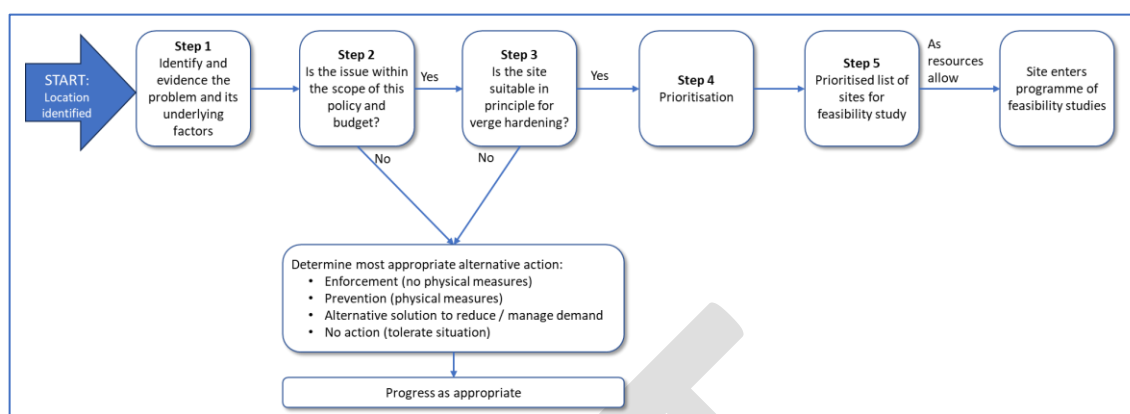
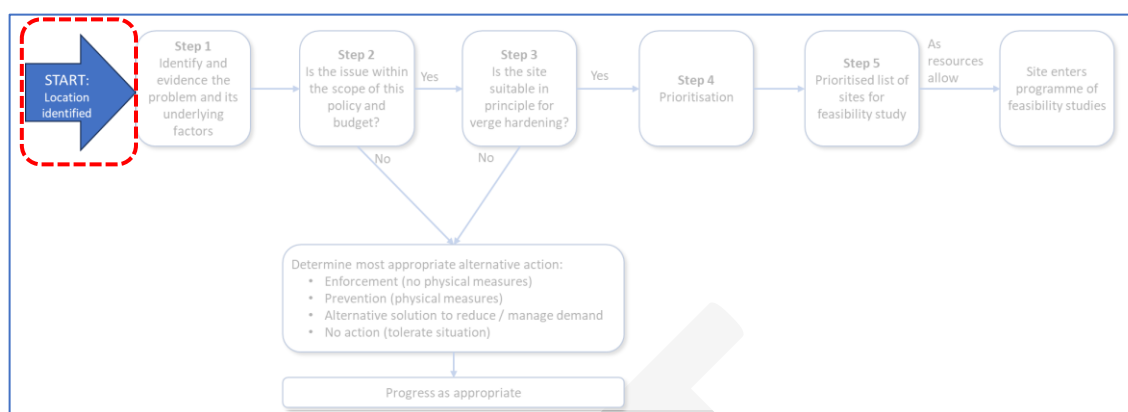


Figure 1: Overview of decision-making process

Figure 1 summarises the decision-making process. Each step shown in the process is covered in the following sections of this policy:

- The process starts when a potential location is identified through a request to the council (section 7)
- Step 1: Identify and evidence the problem and its underlying factors (section 8)
- Step 2: Is the issue within the scope of this policy and budget? (section 9)
- Step 3: Is the site suitable in principle for parking solutions (section 10)
- Step 4: The prioritisation process (section 11)
- Step 5: The location takes its place in the prioritised list of sites (section 12)
- Sites in the list are taken, in priority order, to the feasibility stage. Section 13 provides further information on what happens from here on.
- If the identified issue is outside the scope of this policy and budget, or if the site is unsuitable for parking solutions, the most appropriate alternative action will be determined (section 14).

## 7 Identifying potential locations



### 7.1 Who can make a request?

A request to consider parking solutions at a particular location can come from anyone, such as residents, businesses, Elected Members, DBC departments, emergency services or community groups.

### 7.2 How is a request made?

There is no set format for making a request, but ideally it should include:

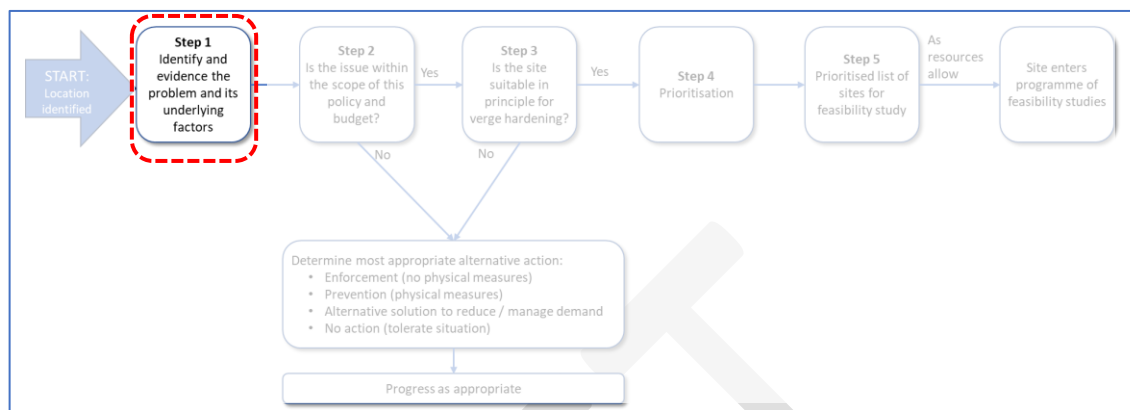
- The specific location of concern
- The basic nature of the apparent problem, with evidence where possible (eg pictures showing the damage occurring to the surface, localised congestion around the site, obstructing emergency access)
- Any other information that will help DBC identify and evaluate the problem (eg if it occurs primarily at night or on event days, any evidence as to where parking demand is coming from, e.g. residents, commuters, customers etc)
- Who to contact if further information is required (eg contact details of the person/organisation making the request)

Specific evidence such as photographs is not necessarily required at this stage, but if available it may be helpful to include it.

A form will be provided on DBC's website and people will normally be directed to this form to make a request.

DBC officers will then deal with the request in-line with the rest of the process as set out below.

## 8 Step 1: Identify and evidence the problem and its underlying factors



In the first step, officers will establish an understanding of the problem and any underlying factors, and gather appropriate evidence if required. The aim of this stage is both to understand the situation and to gather information that helps make the decisions in the later stages.

Key questions at this stage include:

- What problem(s) are being caused? To whom?
- How often, and at what times of the day / week, does the problem occur?
- How serious or urgent is the problem?
- What is the nature and scale of the parking demand – eg residents, commuters, business workers, visitors/customers, school run, special events?
- Are there any equalities issues – e.g. obstruction of footways or dropped kerbs, or a request for a disabled bay?
- Is this a standalone location, or does it need to be considered in a wider context? For example, where there are similar requests or issues along an entire street or in a group of neighbouring streets, a multi-street approach may be needed.
- What potential sites are available? What are their characteristics, opportunities and constraints? For council-owned land, what does the Green Spaces Audit<sup>1</sup> say about these sites?
- What is the wider context of the location? What other existing or potential parking areas are available? Is there an underlying issue causing parking pressure, that might need to be addressed (e.g. commuters)?
- What is the planning context for the location? In particular, are there any recent or forthcoming developments with parking or other transport-related conditions (eg limits on site parking availability) that have a bearing on the situation?

<sup>1</sup> The council's [Climate Change and Ecological Emergency Strategy](#) commits to carrying out a 'Green Spaces Audit' for all council-owned land

- Is there a need for EVCP installation in this location, and if so, would parking solutions help (eg by opening up locations that would not otherwise have potential for EVCPs)?
- Are there any other potential synergies between parking solutions and other goals or needs in this location?

Depending on the initial information, officers may need, for example, to:

- Make a site visit
- Seek comments from ward councillors
- Seek comments from other DBC or HCC teams (eg waste services, Clean Safe and Green, housing, HCC highways)
- Seek comments from the emergency services (for example, if fire access is a potential concern)
- Seek comments from other third parties (for example, if bus access is a concern)

## 9 Step 2: Is the issue within the scope of this policy and budget?



The issue will normally be considered to be within the scope of this policy and budget if *all* of the following apply:

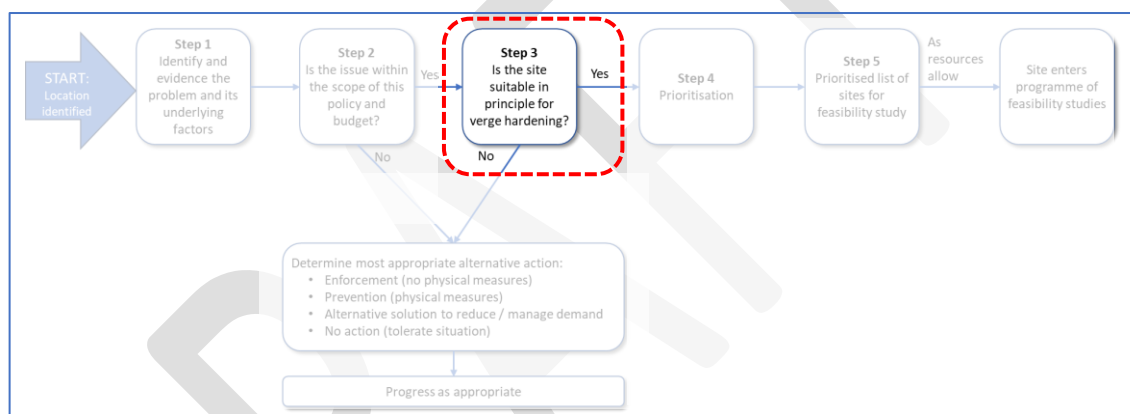
- The location of the problem is within the DBC area
- The problem or potential solution relates primarily to motor vehicle parking on highway verges or green space (see section 5.3 for examples of situations outside this scope). This could be where there is currently:
  - Parking on verges or green space, or
  - Inappropriate parking in other locations on-street or off-street, where verges or green space could be used as a solution
- The problem is not primarily related to commuter parking or school pick-up / drop-off (see section 5.3).
- The request is for parking solutions (defined in section 1.2).

- There is highway verge or open land owned by DBC that is potentially available (see section 5.2 for examples of land that is out of scope). This may include, but is not limited to, the specific places where the parking currently occurs.
- The request is a new one or reflects materially changed circumstances since a previous request in the same location was dealt with. (In other words, duplicate/repeat requests are out of scope unless circumstances have changed significantly since the previous time.)

If considered to be within scope, the request will be taken forward to step 3.

If not, the most appropriate alternative action will be determined (see section 14).

## 10 Step 3: Is the site suitable in principle for parking solutions?



Step 3 is to establish whether the site is suitable in principle for parking solutions. It will be normally be considered suitable if **all** of the following apply.

- There are **no spare spaces available nearby**. Spaces within 100m by foot will normally be considered as ‘nearby’, subject to any severance and accessibility considerations. They will be considered to be ‘available’ if they are regularly unoccupied and people who park on the verge could normally park there instead (for free or with a charge) but choose not to
- The **potential number of extra spaces** will make at least a significant contribution to addressing the problem and is likely to be cost-effective to deliver.

*For example, if there is usually on-street space available around the corner within 100m, the site would be considered unsuitable in principle. If there is space available 50m away but this is on the opposite side of a dual carriageway with no pedestrian crossing, this would not count as ‘nearby’.*

*For example, a very small highway verge area that would only offer one extra space may be suitable for occasional use for brief stops, but would not be suitable where multiple vehicles are regularly parked.*

- c) Its **existing use and amenity value** as green space or for active travel is limited.

*For example, converting a major part of a green space regularly used for informal recreation and dog-walking, or one that makes an important contribution to an area's character, is unlikely to be suitable. A poorly-used, rutted space of low environmental quality is more likely to be suitable.*

- d) The site is not **earmarked or under active consideration for other uses**.

*For example, a site on housing amenity land that is being considered or reserved for future housing infill is unlikely to be suitable.*

- e) The **environmental impacts** are likely to be acceptable or can be made acceptable through a proportionate level of mitigation.

*For example, a site that involves felling mature trees that are not near the end of their life, or paving a verge that is being actively managed for biodiversity, is unlikely to be suitable.*

- f) The **safety and security impacts** are likely to be acceptable or can be made acceptable through a proportionate level of mitigation.

*For example, a site that requires vehicles to cross a heavily-used footway very near a school, or that is within a visibility splay at a junction, is unlikely to be suitable.*

- g) The site is likely to be **deliverable** cost-effectively, bearing in mind the available budget and its timescales.

*For example, a site that involves moving statutory undertakers' plant, or substantial civil engineering structures, is unlikely to be suitable.*

- h) Verge hardening in this location would **be a solution**, rather than simply moving or exacerbating an underlying problem.

*For example, verge hardening is unlikely to be a solution to parking associated with antisocial behaviour such as 'car meets' - which is better tackled by addressing the behaviour or by restricting this parking.*

- i) Use of the site **would not undermine nearby planning conditions or wider policies and strategies**.

*Some key examples of where this might be the case are given in Table 1 on page 13.*

- j) Parking solutions under this policy is the **most appropriate solution** in this location. There is no practical alternative that is more effective or more in line with policy, that should be pursued in the first instance.

*For example, where the problem relates to special events on certain days, the site is unlikely to be suitable. Event traffic management measures should be considered instead.*



*As another example, parking on a particular verge involves lorries loading/unloading or short-stay visitor parking. There is under-used residential permit parking nearby. DBC would normally seek first to reallocate some of the residential parking space to these other uses, and would come back to verge hardening if this did not prove practical.*

*As another example, there is residential parking pressure but an office block around the corner has its own car park dedicated to employee parking that is never full and is accessed directly off the street. DBC would normally seek first to engage with the owner to see if they will offer spaces to residents (with or without charge), and would come back to verge hardening if this was not successful.*

- k) There are no **other, better sites nearby that should be taken forward instead**. ‘Better’ in this instance means a site that would serve the same or similar demand but would have less impact or would be easier to deliver. Alternative sites within 100m by foot will normally be considered as ‘nearby’, subject to any severance and accessibility considerations. This criterion aims to ensure that within a particular location the best site is taken forward, even if it is not the exact site that was originally suggested. It does not prevent two or more sites from being taken forward together if both sites are needed to address the problem.

*For example, verge hardening has been requested on a green space outside some homes. It meets all the other criteria. However, there is an alternative site nearby that also meets the criteria and would accommodate a similar number of vehicles but would have less conflict with pedestrian movements. This alternative site will be taken forward instead.*

This step is an initial decision aimed at identifying the sites that are likely to be suitable. It will not be an exhaustive investigation. The factors listed above will be considered in more detail at the feasibility study stage if the site is taken forward to that point. The examples given with each factor are illustrative and do not represent the full range of considerations.

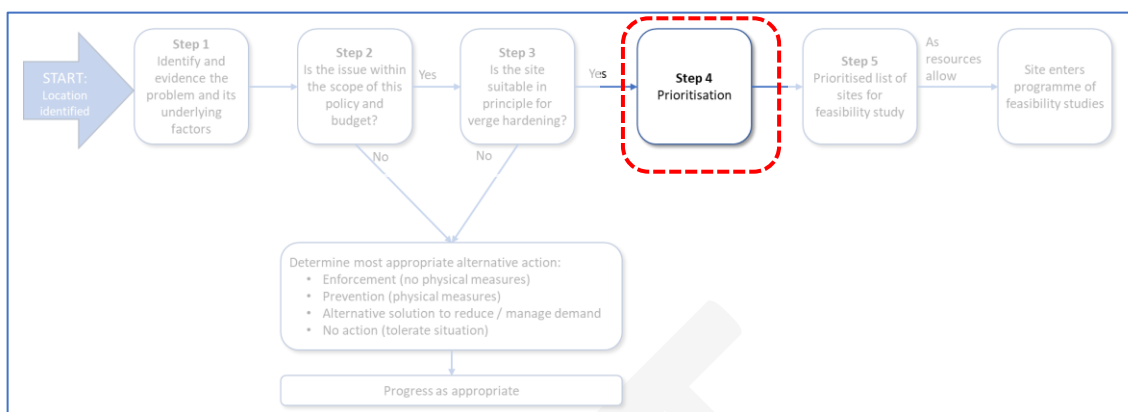
If the site is considered to be suitable in principle, the request will be taken forward to step 4. If a better site (that is also suitable in principle) is identified nearby, that site will be taken forward to step 4 instead (see criterion k).

If not, the most appropriate alternative action will be determined (see section 14).

Table 1: Examples of where parking solutions might undermine planning conditions or wider policies

Example situation	Typical decision and rationale
<p>The parking demand is wholly or mainly from a recent development where the level or use of parking was determined in the planning process.</p> <p><i>For example, a standalone development with little or no other parking demand in the area.</i></p>	<p>Verge hardening will not normally be undertaken. This is because accommodating excess parking in this way could undermine planning policy or set undesirable precedents. Alternative solutions should be considered in the first instance. DBC may also seek to restrict parking on the verge (see section 14).</p>
<p>The parking demand is from a mixture of recent development (as above) and historic, long-established uses.</p> <p><i>For example, a mixed area of long-established residential uses and more recent infill development.</i></p>	<p>Verge hardening will not normally be undertaken as a standalone solution. This is because accommodating excess parking from the recent development in this way would undermine the intent of the planning consent and the underlying policy. Alternative solutions should be considered in the first instance that provide suitable parking for residents without undermining the planning consent. For example, a controlled parking zone could be considered. DBC may also seek to restrict parking on the verge (see section 14).</p>
<p>The location (or the sites generating the parking demand in this location) is/are in accessibility zone 1 or 2 as set out in the Parking Standards Supplementary Planning Document (SPD) (see section 3 above)</p>	<p>Verge hardening is unlikely to be acceptable. This reflects the SPD’s policy to encourage or ‘nudge’ a gradual downward trend in car ownership and use in the most accessible locations.</p>
<p>This table is not an exhaustive list but illustrates some key examples. It is based on current planning policies at the time of writing. Any future changes in planning policy may be reflected in changes to this parking solutions policy.</p>	

## 11 Step 4: Prioritisation



Step 4 is to assess the priority which this location should have, compared to other locations which have reached this stage. This will be done by scoring the location against the criteria in Table 2 below. The site’s total score will determine its place in the ‘queue’ of sites for investigation (see step 5).

Again, this step is an initial assessment aimed at prioritising the order in which sites are taken to feasibility stage. It is not an exhaustive investigation. The factors listed below will be considered in more detail at the feasibility study stage if the site is taken forward to that point.

As described in step 1 (section 8), some locations may need a multi-street approach. If so, the scoring would be done on that multi-street basis.

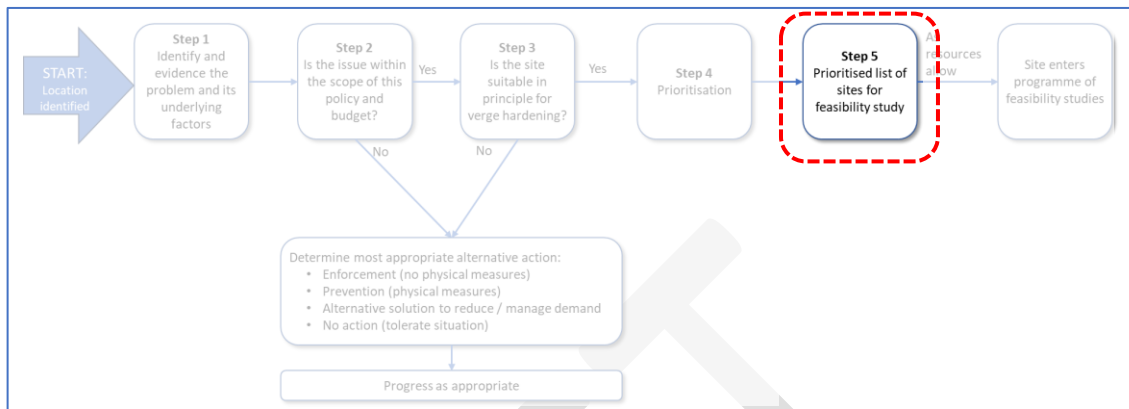
Table 2: Prioritisation criteria

Criterion	Possible scores and typical situations receiving that score	Max available score
What is the level of parking stress? In particular, how frequent and how serious is any environmental damage, obstruction, congestion or safety issue that it causes? The issues could occur on carriageways, footways, verges and/or private land.	<p>0 – Only low-volume and occasional parking on the verge (eg up to one vehicle at certain times of day). Little or no environmental damage, obstruction or safety impact</p> <p>1 – Low volumes and/or more-than occasional parking, causing minor environmental damage or obstruction</p> <p>2 – More significant volumes and more often, perhaps at most times or certain regular times on most days, causing frequent delays or congestion and / or locally significant environmental damage and/or threatening the amenity value of open space, but not affecting emergency access</p> <p>3 – Parking at most times on most days, causing frequent obstruction affecting emergency access or bus access, and/or a significant safety issue</p>	3

Criterion	Possible scores and typical situations receiving that score	Max available score
Are there spare spaces available nearby that people could use but are choosing not to?	<p>0 – There are spaces easily available (normally within 100m on foot) that people could use but are choosing not to, for convenience and/or price.</p> <p>1 – There are spaces available in the 100-250m range (by foot) that people could use but are choosing not to, for convenience and/or price.</p> <p>2 – There are no spare spaces available within a reasonable distance</p>	2
How much parking space is there already, compared to what would be expected in this type of area?	<p>0 – The existing level of spaces per unit of development in the immediate area is considerably above what would be applied to new developments under current parking policy.</p> <p>1 – The existing level of spaces unit of development in the immediate area is broadly in line with (+/- 20%) what would be applied to new developments under current parking policy.</p> <p>2 – The existing level of spaces per unit of development in the immediate area is considerably below what would be applied to new developments under current parking policy.</p>	2
<p>What will the environmental impact be?</p> <p>(Other than carbon impacts, which are scored in their own right – see below)</p>	<p>0 - There is likely to be locally-substantial negative environmental impact (the site was only just acceptable in principle in environmental terms)</p> <p>1 – There is likely to be a minor negative environmental impact</p> <p>2 – The environmental impact is likely to be broadly neutral, assuming reasonable design and appropriate mitigation measures</p> <p>3 – The environmental impact is likely to be positive – for example, the site is currently unsightly or rutted and detracts from the street scene, or the current situation is threatening the amenity value of open space</p>	3
<p>How deliverable is the location?</p> <p>Considering highway access, consents, other technical issues, and likely scale of cost. Construction, operation and maintenance should all be considered. Potential unintended consequences, such as attracting parking from elsewhere, should also be considered.</p>	<p>0 - Difficult or expensive to deliver for substantial reasons (the site was only just acceptable in principle in this respect)</p> <p>1 – Significant complexities, risks or site-specific costs for construction or maintenance</p> <p>2 – Minor complexities or risks but still relatively deliverable and maintainable</p> <p>3 - Very straightforward site with few constraints and not requiring planning consent (eg highway verge). Very little incremental maintenance cost</p>	3

Criterion	Possible scores and typical situations receiving that score	Max available score
<p>What is the likely level of public and stakeholder support for this location? (Separate from the technical deliverability of securing consents which is covered above)</p>	<p>0 – Likely to be widely opposed. Perhaps substantial reputational risk</p> <p>1 – Likely to divide opinion</p> <p>2 – Likely to be broadly supported, although there may be concerns or queries about particular aspects</p> <p>3 - Likely to be widely supported. Few or no likely concerns from stakeholders or public.</p>	3
<p>Does the site have potential for alternative uses in the future?</p>	<p>0 – A large site with clear potential for alternative amenity or development uses in the future (whether or not a particular use is currently identified). It would not be appropriate to sterilize this site with parking.</p> <p>1 – There is some potential for alternative uses, such as local amenity features, but parking would also be a broadly reasonable use.</p> <p>2 – There is little or no prospect of alternative uses, and/or there is other available space nearby for any such uses</p>	2
<p>Does the site support an identified EV charging need? Does it have the potential to produce, or avoid, 'footway clutter' from EVCPs? Are there already some EVCPs nearby?</p>	<p>0 – There is no identified need for additional EV charging in this location, and/or the location is not practical for EV charging</p> <p>1 – The location has some potential for additional EV charging but is not in an area of high priority for this or already has some EVCPs nearby; and/or there are uncertainties about its feasibility from the EVCP point of view</p> <p>2 – The location is an area of high priority for EV charging (see DBC policy) and there are no or insufficient EVCPs already, the verge hardening 'unlocks' EVCP installation that would not otherwise take place or would be less effective, and the location is feasible from the EVCP point of view.</p>	2
<p>What is the likely whole-life carbon impact of verge-hardening here?</p>	<p>0 – The location will be carbon-intensive (relative to other verge-hardening schemes) - eg by requiring more paving material than usual</p> <p>1 – The location is typical in this respect</p> <p>2 – The location will have low carbon intensity (relative to other verge-hardening schemes) – eg by requiring less paving material than usual</p>	2
<p>Does the site support local shops and businesses?</p>	<p>0 – The site does not support any local shops and businesses – eg it is entirely residential</p> <p>1 – The site has some support for local shops and businesses – eg serving 1-2 premises in an otherwise residential area</p> <p>2 – The location particularly supports local shops and businesses – eg by addressing a problem in a shopping parade</p>	2

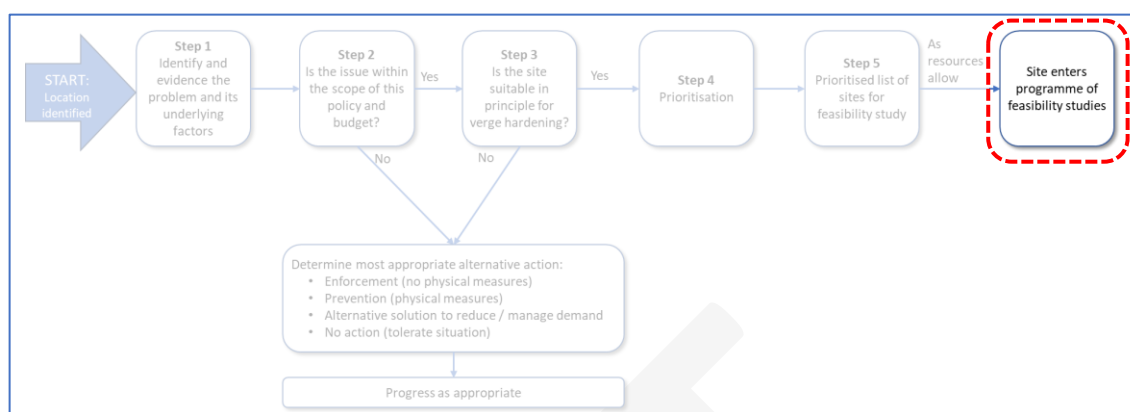
## 12 Step 5: Prioritised list of sites for feasibility study



As described under step 4, the score received in the prioritisation exercise will determine the site's place in the prioritised list of sites for feasibility study. Locations will be sent to HCC for feasibility study, as resources allow, in this order of priority.

Initially, all existing requests will all be prioritised to create the initial list. As new requests come in, they will also be prioritised and added to the list in the appropriate position. This means the highest-priority sites in the list will always be taken forward first, even if they have been identified more recently than some other sites.

## 13 What happens next



The policy described above covers the assessment and prioritisation of schemes up to the point where they enter a programme of feasibility studies for delivery (or alternatively a more appropriate alternative action has been determined).

At this point, the council will tell the person making the request that the site has been considered suitable in principle and has been included in the list of sites for further study.

As this is a new policy, and because of the large number of existing requests that will need to be assessed initially, it is not currently practical to set out routinely-expected timescales for reaching this point. This may become possible once experience has been gained with operating this policy and the existing requests have been dealt with.

Once the site has been included in the list for further study, the subsequent process and timeline depends on the nature of the scheme and the availability of resources to progress it. Figure 2 shows the typical process. It may take one or two years from entering the programme to delivery on the ground, particularly if planning permission is required.

Although in principle sites will be taken through the process in order of priority as identified in step 4, the feasibility stage or subsequent events may require the priority order for delivery to be amended. For example, a scheme that is ready for delivery may move ahead of a scheme that initially had a higher priority but has subsequently encountered issues.

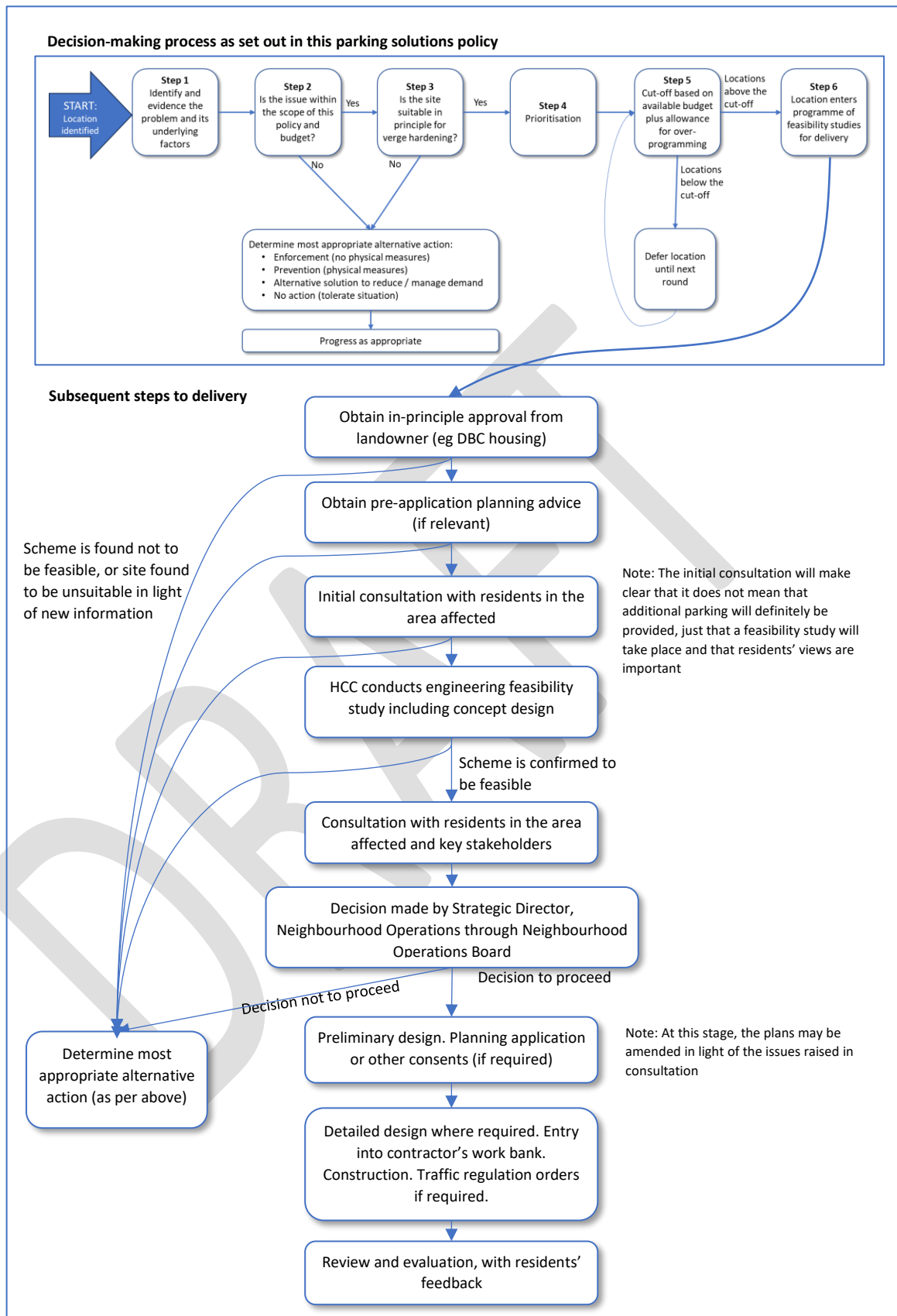
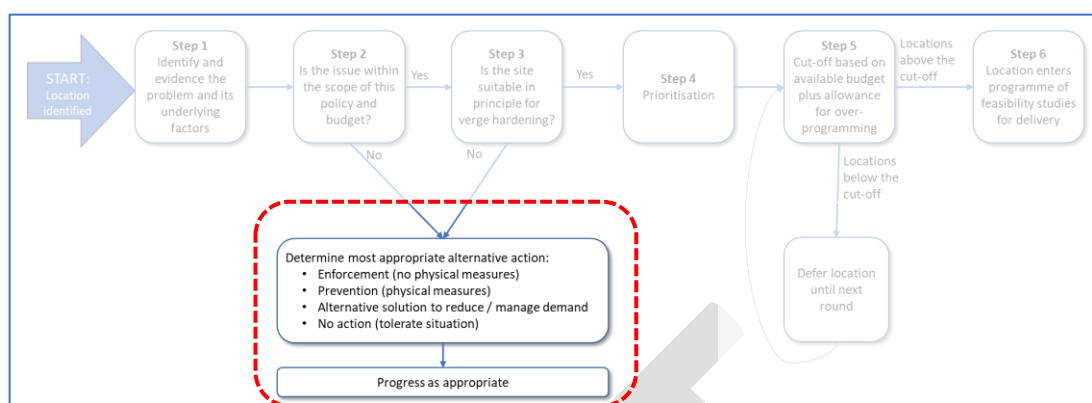


Figure 2: Overview of subsequent steps to delivery



## 14 Potential alternatives to verge hardening



Not all requested sites will be taken into the prioritised list of sites for feasibility study. Some will involve issues outside the scope of this policy (as described in step 2), and others will be unsuitable for verge hardening (as described in step 3). It is also possible that the feasibility study will show a site to be unsuitable (see section 13).

In these cases, the council will determine, on a case-by-case basis, the most appropriate action to take instead. This will normally be one of the following options:

- Implement parking restrictions
- Increase the level of enforcement of existing restrictions
- Install physical measures to prevent parking on the verge
- Progress an alternative solution to reduce or manage parking demand
- Take no further action

If further action is required, this will be taken forward under the appropriate process, as budgets and resources allow. Some actions, such as implementing parking restrictions, may be able to be funded from the verge-hardening budget. Others may require an alternative budget.

At this point, the council will tell the person making request what the outcome was.

## 15 Re-submission if circumstances have changed

If a site has been rejected as being outside the scope of this policy or as being unsuitable, but there has subsequently been a material change in circumstances or policy, the request can be re-submitted. In this case the request should say what has changed since the original assessment that means it should now be re-considered.

When such a re-submission is made, the earlier assessment will be reviewed to confirm what has changed, and whether that affects the assessment. Only matters that have changed will be re-assessed. This will take account of any other action that has already been taken or programmed in response to the original request.

This is not an opportunity to 'appeal' an earlier decision where matters have not changed.

If a site has been included in the prioritised list for further investigation, but has not started feasibility study within two years, it will be reviewed to see if any circumstances have changed. If so, the prioritisation score will be reviewed and may be updated. Apart from this, the prioritisation score will not normally be updated. This is in order to make most effective use of available resources. This does not prevent suggested sites from being addressed as part of other processes such as planning applications.

# Appendix A: Policy context

## A1 Currently adopted policies

This table sets out some key policies that, at the time of writing, are *particularly* relevant to parking solutions. It is not an exhaustive list.

Policy Document	Key relevant points	Main implications for verge hardening policy
<b>Dacorum Borough Council policies</b>		
<p><b>Shaping the future of Dacorum: Our Growth and Infrastructure Strategy to 2050</b>  <a href="https://www.dacorum.gov.uk/docs/default-source/strategic-planning/dacorum-growth-and-infratstructure-strategy-to-2050.pdf?sfvrsn=a0fa089e_6">https://www.dacorum.gov.uk/docs/default-source/strategic-planning/dacorum-growth-and-infratstructure-strategy-to-2050.pdf?sfvrsn=a0fa089e_6</a></p>	<ul style="list-style-type: none"> <li>• Being a sustainable borough with a strong awareness of its impact on the environment</li> <li>• Making effective use of land, while protecting the countryside and existing communities</li> <li>• Well-maintained green spaces where the environment is protected and flourishing, and biodiversity is protected</li> <li>• Meeting the challenges of climate change and net zero (the council has declared a Climate Emergency)</li> <li>• An area where people can travel easily and sustainably, with a transport network that has a positive influence on quality of life: this will require new approaches, to reduce reliance on cars and reduce the amount of traffic in key areas.</li> </ul> <p>On transport specifically, the vision is of a sustainable, easily accessible transport network in which public transport is the preferred option, reducing reliance on cars. There is also a need to ensure the right approach to car parking. The council's commitments include improving movement across the town and making it easier for people to walk, cycle and use public transport.</p>	<p>Need to reflect and balance this range of considerations</p>
<p><b>Corporate Plan 2020-2025</b>  <a href="https://www.dacorum.gov.uk/home/council-democracy/vision-priorities">https://www.dacorum.gov.uk/home/council-democracy/vision-priorities</a></p>	<p>How the council will deliver its key priorities which are:</p> <ul style="list-style-type: none"> <li>• A clean, safe and enjoyable environment</li> <li>• Building strong and vibrant communities</li> <li>• Ensuring economic growth and prosperity</li> <li>• Providing good quality affordable homes, in particular for those most in need</li> <li>• Ensuring efficient, effective and modern service delivery</li> <li>• Climate and Ecological Emergency - working to deliver net zero carbon.</li> </ul> <p>These priorities tell teams what to focus on when they are designing and delivering services.</p> <p>The council also recognise the importance of taking an evidence-based approach and making decisions based on a sound understanding of the issues and the latest research into what does and does not work.</p>	<p>Need for well-informed, evidence-based decisions. Need to support council priorities including environmental and community goals and net zero.</p>

Policy Document	Key relevant points	Main implications for verge hardening policy
<p><b>Core Strategy</b> (adopted December 2013)</p>	<p>Policy CS8, although set in the context of new development, sets out relevant principles:</p> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p><b>POLICY CS8: Sustainable Transport</b></p> <p>All new development will contribute to a well connected and accessible transport system whose principles are to:</p> <ul style="list-style-type: none"> <li>(a) give priority to the needs of other road and passenger transport users over the private car in the following order:               <ul style="list-style-type: none"> <li>• pedestrians</li> <li>• cyclists</li> <li>• passenger transport (buses, trains and taxis)</li> <li>• powered two wheeled vehicles</li> <li>• other motor vehicles;</li> </ul> </li> <li>(b) ensure good access for people with disabilities;</li> <li>(c) ensure passenger transport is integrated with movement on roads, footways and cycleways;</li> <li>(d) create safer and continuous footpath and cycle networks, particularly in the towns;</li> <li>(e) maintain and extend the rural rights of way network;</li> <li>(f) improve road safety and air quality;</li> <li>(g) strengthen links to and between key facilities (bus and railway stations, hospitals, main employers and town centres); and</li> <li>(h) provide sufficient, safe and convenient parking based on car parking standards: the application of those standards will take account of the accessibility of the location, promoting economic development and regeneration, supporting shopping areas, safeguarding residential amenity and ensuring highway safety.</li> </ul> <p>Development proposals will also contribute to the implementation of the strategies and priorities set out in the Local Transport Plan and local Urban Transport Plans.</p> <p><small>Footnote: * The Council's car parking standards are available in a separate document.</small></p> </div> <p>Policy CS9 states that “Local road space will be shared and designed to allow the safe movement of all users. In villages and the countryside, special regard will be paid to the effect of new development and traffic on the safety and environmental character of country lanes.”</p> <p>Policies CS11, CS12 and CS13 seek to ensure that development avoids large areas dominated by car parking, preserves attractive streetscapes, avoids disturbance to surrounding properties and retains important trees or replaces them with suitable species if their loss is justified.</p> <p>Some place-specific aspects of the Core Strategy refer to parking, such as in Bovingdon.</p>	<p>Verge hardening can support wider policy both by providing appropriate parking but also supporting other aspects such as maintaining accessibility for other users and any place-specific policies.</p> <p>Verge hardening should be in line with the urban design policies. For example, it should not lead to large areas being dominated by car parking.</p>
<p><b>Site Allocations Development Plan Document (DPD)</b> (Adopted July 2017) <a href="https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/site-allocations">https://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/site-allocations</a></p>	<ul style="list-style-type: none"> <li>• Parking strategies and standards can be used as tools, where appropriate, to address the level of parking provision in town centres and in the wider area. This complements other elements of the transport infrastructure.</li> <li>• Existing provision for public car parking should be maintained.</li> <li>• Effective management of parking facilities can help encourage a modal shift towards sustainable transport.</li> </ul>	<p>Verge hardening policy need not necessarily be aimed wholly at meeting parking demand. It can also support travel behaviour change where appropriate.</p>

Policy Document	Key relevant points	Main implications for verge hardening policy
<p><b>Saved policies from the Dacorum Borough Local Plan 1991-2011</b></p> <p><a href="https://www.dacorum.gov.uk/docs/default-source/strategic-planning/dacorum-borough-local-plan-adopted-2004--post-adoption-of-core-strategy-and-site-allocations-dpds.pdf?sfvrsn=a300339e_2">https://www.dacorum.gov.uk/docs/default-source/strategic-planning/dacorum-borough-local-plan-adopted-2004--post-adoption-of-core-strategy-and-site-allocations-dpds.pdf?sfvrsn=a300339e_2</a></p> <p>See also the policy advice note on this: <a href="https://www.dacorum.gov.uk/docs/default-source/strategic-planning/policy-advice-note.pdf?sfvrsn=81473c9e_8">https://www.dacorum.gov.uk/docs/default-source/strategic-planning/policy-advice-note.pdf?sfvrsn=81473c9e_8</a></p>	<ul style="list-style-type: none"> <li>Policy 55 (traffic management) supports consideration of traffic management measures, including those designed to facilitate and control parking. Schemes will be promoted where an appropriate balance between road safety, environmental benefits, and traffic flow can be achieved. Design will take account of all modes and minimise visual impacts as far as possible.</li> <li>Policy 57 (provision and management of parking) sets out further policies for providing and managing parking space, but remains valid only to the extent that it confirms with the National Planning Policy Framework. Note also that policy 49 (which is cross-referenced in policy 57) no longer applies.</li> </ul>	<p>Need to recognise this range of factors</p>
<p><b>Parking Standards Supplementary Planning Document (adopted November 2020)</b></p> <p><a href="https://www.dacorum.gov.uk/docs/default-source/strategic-planning/draft-parking-standards-supplementary-planning-document.pdf?sfvrsn=4">https://www.dacorum.gov.uk/docs/default-source/strategic-planning/draft-parking-standards-supplementary-planning-document.pdf?sfvrsn=4</a></p>	<p>Sets car and cycle parking standards for different types of development. Although focused on new developments, it provides relevant context for the role of parking and Dacorum’s approach to it, and the verge hardening policy should be compatible with this SPD.</p> <p>The SPD highlights that parking can have an impact on the economic vitality of town centres, help manage congestion, influence patterns of development and the liveability of communities, and affect the way people access key services and facilities. Insufficient parking can result in on-street parking stress and unsafe or obstructive parking, with frustration for residents and businesses. However, parking is also an important travel demand tool, and lower parking provision can, in the right circumstances, also lead to lower car ownership and use. The SPD aims to provide a balance between those two aspects.</p> <p>Given local transport policy, the SPD aims to encourage a gradual downward trend in car ownership and use in the most accessible locations. Elsewhere in the borough, car ownership is likely to remain the same or increase slowly over time. It therefore sets out a standard level of parking provision (not a maximum or minimum), around which there is some flexibility for certain locations. The standard is based around three accessibility zones for parking standards, reflecting different access to local facilities and public transport and therefore the potential to have lower car ownership. The zones are:</p> <ul style="list-style-type: none"> <li>Zone 1 – Highest Accessibility – the immediate ‘core’ of central Hemel Hempstead</li> <li>Zone 2- High Accessibility – easy walking distance of the centre of Hemel Hempstead.</li> <li>Zone 3 - Lower Accessibility – the rest of the borough</li> </ul> <p>Departures from the standard may be agreed or required in exceptional circumstances.</p>	<p>Verge hardening should support (and not undermine) wider parking policy, including the balance between avoiding parking stress and managing travel demand.</p> <p>The accessibility zones may be a relevant factor in the extent of verge hardening that can be supported in particular locations.</p>

Policy Document	Key relevant points	Main implications for verge hardening policy
<p><b>Electric Vehicle Strategy</b>  <a href="https://www.dacorum.gov.uk/home/environment-street-care/climate-change/electric-vehicles/electric-vehicle-strategy-summary">https://www.dacorum.gov.uk/home/environment-street-care/climate-change/electric-vehicles/electric-vehicle-strategy-summary</a></p>	<p>DBC aims to support the uptake of electric vehicles and the implementation of appropriate charging infrastructure throughout Dacorum.</p> <p><b>EV3: Destination Charging:</b> The primary short-term focus will be on fast and rapid destination charging, including in Council-owned car parks and other destination areas where we own land. Potential DBC-owned locations will need to undergo feasibility studies to ensure they are suitable, and will rely on commercial partners and/or government funding. This programme of work will need to be developed and delivered over several phases.</p> <p><b>EV 5: On-Street Charging:</b> Areas will need to be assessed on a case-by-case basis to determine what infrastructure is suitable. On highways, this will typically involve collaboration with HCC. DBC also aims to tie the verge hardening project together with EVCP installation on Council-owned land. As explained in the strategy, installing on-street charging will be more of a medium-term priority and the short-term will involve information gathering for this.</p>	<p>There is potential for verge hardening to include EVCP installation, depending on the particular location.</p> <p>It will not necessarily be the case that a verge hardening location is also a priority for EVCP installation, or vice versa.</p> <p>This is considered further in section 11.</p>

Policy Document	Key relevant points	Main implications for verge hardening policy
<p><b>Climate and ecological emergency strategy</b>  <a href="https://www.dacorum.gov.uk/docs/default-source/climate-and-ecological-emergency/climate-and-ecological-emergency-strategy.pdf?sfvrsn=da6e049e_4">https://www.dacorum.gov.uk/docs/default-source/climate-and-ecological-emergency/climate-and-ecological-emergency-strategy.pdf?sfvrsn=da6e049e_4</a></p>	<p>Sets out five key objectives:</p> <ol style="list-style-type: none"> <li>1. Reach net-zero emissions as an organisation by 2030.</li> <li>2. Reach net-zero emissions for our Council housing stock as quickly as possible, by 2050 at the latest.</li> <li>3. Support the borough in reducing its emissions and reaching net-zero as quickly as possible, by 2050 at the latest.</li> <li>4. Support the borough in improving biodiversity.</li> <li>5. Support the borough in creating more sustainable communities.</li> </ol> <p>The four key themes the council is focusing on to achieve these objectives are:</p> <ol style="list-style-type: none"> <li>1. Sustainable Transport (see below)</li> <li>2. Energy Use in Buildings</li> <li>3. Improving Biodiversity (see below)</li> <li>4. Sustainable Communities</li> </ol> <p>Switching to EVs will be a crucial step in order to lower emissions. However, the strategy acknowledges that we must also drastically reduce the number of journeys made by car. As part of the new Local Plan, the council will develop and implement a sustainable transport plan to encourage a move away from cars to walking, cycling and use of public transport, together with a strategy for electric vehicle charging [see above]. The council will also encourage individuals to rethink their regular journeys.</p> <p>The council also seeks to improve biodiversity on a local level through direct actions such as growing more trees, plants and flowers, improving green spaces for local wildlife and other measures. Safeguarding existing trees and focusing on the carbon management hierarchy will be important. The council will carry out a 'Green Spaces Audit' for all council-owned land.</p> <p>The council will lead by example in reducing carbon emissions year on year. It will use our powers, such as Town Planning, to require all new development to be as low carbon as is possible</p>	<p>Verge hardening will need to reflect the developing transport policies and to align with the aspirations for electric vehicle charging.</p> <p>Verge hardening should support biodiversity as far as practical, such as by safeguarding existing trees.</p> <p>The selection of sites, materials used, and construction methods should support the council's commitment to reduce its own emissions year and year should ensure schemes are as low-carbon as possible.</p>

Policy Document	Key relevant points	Main implications for verge hardening policy
<b>Other policies</b>		
<p><b>Hertfordshire Local Transport Plan (LTP4) (2018-2031)</b> (May 2018)</p> <p><a href="https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/local-transport-plan.aspx">https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/local-transport-plan.aspx</a></p>	<p>Travel behaviour change will need to be supported where appropriate by a greater emphasis on demand management, such as with the development of plans to constrain car use through parking charges and supply (p7)</p> <p>Any proposals would need to be tailored to specific locations where sustainable travel options exist or can be improved so there are real alternatives to car travel available (p50-51 and Policy 4)</p> <p>The county council will focus on making more efficient use of highway capacity via... control of on-street vehicle parking in line with the Network Management Strategy (Policy 12)</p> <p>Illegal parking can also cause unnecessary congestion and safety issues. In order to prevent this and reduce the impact of anything that decreases the efficiency of the network, the county council will work in partnership with Highways England, utility companies, neighbouring authorities, the police and district/borough councils to maintain a safe and reliable highway network (p75)</p>	<p>Verge hardening policy need not necessarily be aimed wholly at meeting parking demand. It can also support travel behaviour change where appropriate.</p> <p>Verge hardening policy should support more efficient use of highway capacity by reducing the impact of illegal parking on unnecessary congestion and safety.</p>
<p><b>South West Herts Growth and Transport Plan</b> (endorsed in 2020)</p> <p>Developed in partnership with Dacorum Borough Council.</p> <p><a href="https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/transport-policy-and-supporting-strategies.aspx#:~:text=The%20South%20West%20Herts%20Growth%20and%20Transport%20Plan">https://www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/transport-policy-and-supporting-strategies.aspx#:~:text=The%20South%20West%20Herts%20Growth%20and%20Transport%20Plan</a></p>	<p>There should be a presumption against providing additional parking on roads. Where there is opportunity to re-evaluate the place and movement function of a road or corridor, consideration could be given to reviewing the provision of on-road parking spaces in consultation with local residents and businesses. Where any reduction in on-road parking provision is proposed, consideration should be given to the opportunities this could afford to improving conditions for cyclists, pedestrians and the efficient movement of bus services (p177)</p>	<p>Verge hardening should take this principle into account</p>



Policy Document	Key relevant points	Main implications for verge hardening policy
<p><b>Hertfordshire County Council Network Management Strategy 2023-2028</b>  <a href="https://www.hertfordshire.gov.uk/doc/planning/hcc-nm-strategyjuly23.pdf">https://www.hertfordshire.gov.uk/doc/planning/hcc-nm-strategyjuly23.pdf</a></p>	<p>Sets out how HCC will manage the highway network in a fair, inclusive and transparent way in accordance with its statutory duties and wider policies (para 1.2)</p> <p>Active network management will help deliver a good sense of place whilst sensitively considering the safety needs of all users and the competing demands of all those wanting to use the limited highway space (para 3.2).</p> <p>HCC will work in partnership with the District Councils to manage on-street vehicle parking, including controlling verge parking and introducing clearways as appropriate, and enforce parking restrictions to promote network efficiency and reflect the transport user hierarchy (Movement Related Policies table) and to reduce demand, thereby reducing the domination by motor vehicles (Place Related Policies table)</p>	<p>Verge hardening policy needs to be seen as part of an overall approach to parking and to wider network management.</p> <p>The policy factors involved include sense of place, safety, the competing demands of different users, the transport user hierarchy and reducing demand.</p> <p>These will need to be balanced as appropriate in each case.</p>
<p><b>HCC Electric Vehicle strategy</b>  <a href="https://www.hertfordshire.gov.uk/services/highways-roads-and-pavements/news-and-campaigns/electric-vehicles.aspx#ourstrategy">https://www.hertfordshire.gov.uk/services/highways-roads-and-pavements/news-and-campaigns/electric-vehicles.aspx#ourstrategy</a></p>	<p>Where feasible, off-street charging in council-owned car parks should be considered as a first option for both local and destination charging. After this, opportunities for chargepoints in other off-street locations in the form of hubs on other public-owned land should be investigated. Where neither of these options are possible or become insufficient to meet growing demand the potential for on-street chargepoints should be considered. This could include hubs on available highway land.</p>	
<p><b>Roads in Hertfordshire: Highway Design Guide</b>  <b>3rd Edition</b>  <b>Section 4 - Design Standards and Advice</b>  <b>Chapter 9 – Vehicle Parking Facilities</b>  <a href="https://www.hertfordshire.gov.uk/media-library/documents/highways/development-management/section-4-design-standards-and-advice.pdf">https://www.hertfordshire.gov.uk/media-library/documents/highways/development-management/section-4-design-standards-and-advice.pdf</a></p>	<p>Sets out technical requirements for the location and design of on-street parking. In particular:</p> <ul style="list-style-type: none"> <li>• Where unassigned spaces are provided on the carriageway, or on-street parking is likely to occur, the carriageway should be a minimum of 5.5m wide. If simultaneous parking on both sides of the carriageway is likely, a minimum width of 7m should be provided. (Note: this in effect sets out the carriageway width above which on-street parking would not normally be considered obstructive, subject to the further considerations below).</li> <li>• Parking provision shall not be located within the visibility splays at junctions and accesses. Parking areas should not obstruct forward visibility requirements, turning areas or inhibit the movement of refuse vehicles, buses or the emergency services.</li> <li>• It also sets out required dimensions for parking spaces and manoeuvring areas.</li> <li>• Drivers should be encouraged to regard the footway as reserved for pedestrians unless it is specifically marked for use. Public information and education programmes can help to influence attitudes in line with this objective. Footway parking can be discouraged by installing physical measures such as bollards, raised planters or other street furniture, but these can add to clutter and discourage walking if designed poorly.</li> </ul>	<p>This policy sets out, in effect, the carriageway width above which on-street parking would not normally be considered obstructive, subject to the other considerations listed.</p> <p>Verge hardening should only take place where technically suitable (eg not within visibility splays, and where the spaces can have suitable dimensions)</p> <p>Verge hardening (including its definition of what constitutes a problem) should be aligned with this policy on footway parking.</p>

## A2 Emerging policies

This section sets out some policy areas that, at the time of writing, are emerging but not yet agreed or adopted, and are *particularly* relevant to verge hardening. Again, it is not an exhaustive list.

**Emerging local plan:** The Council has committed to an early partial review (EPR) of its Core Strategy which will be delivered through the new Dacorum local plan to 2040. This new plan will, once adopted, replace the Site Allocations Development Plan Document, Core Strategy and ‘saved policies’ from the Dacorum Borough Local Plan. A pre-submission consultation draft (Regulation 18) is due to be published in late 2024.

The transport topic paper (supporting this plan) sets out a proposed vision for the town of Hemel Hempstead in which (inter alia) “Streets are no longer dominated by parking with parking spaces repurposed to create new amenity and/or economic value in the town centre and where children are safe to play outside their homes.” Furthermore, under this vision, “Car ownership is no longer a necessity for most people making trips within the town, and car sharing becomes a mainstream form of car use, surpassing ownership in time.”

**Biodiversity net gain:** The Council is currently (at the time of writing) reviewing the actions it can take to conserve and enhance biodiversity, in line with the strengthened biodiversity duty introduced by the Environment Act 2021<sup>2</sup>. A list of policies and objectives arising from this review will be published once they have been formally agreed. The decisions on verge hardening will take account of those policies where relevant.

At the HCC level, the Hertfordshire Nature Recovery Partnership (HNRP) has been established to collaboratively develop Hertfordshire’s Local Nature Recovery Strategy (LNRS). Again, decisions on verge hardening will take account of any relevant policies once the LNRS has been agreed.

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<sup>2</sup> <https://www.dacorum.gov.uk/home/environment-street-care/landscape-recreation/biodiversity-and-conservation>

**SPAEC OSC  
Work Programme 2024/2025**

<b>Meeting Date</b>	<b>Report Deadline</b>	<b>Items</b>	<b>Contact Details</b>	<b>Background information</b>
<b>15 July 2024</b>	<b>4 July 2024</b>	<b>Action Points (from previous meeting)</b>		
		<b>Local Cycling &amp; Walking Infrastructure Plan</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>	
		<b>Q4 Quarterly Budget Monitoring Report</b>	Clare Dempsey – Financial Planning & Analysis Team Leader <a href="mailto:Clare.dempsey@dacorum.gov.uk">Clare.dempsey@dacorum.gov.uk</a>	
		<b>Development Quality Review Charter</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>	
		<b>Parking Solutions</b>	Stefania Horne – Strategic Director – Neighbourhood Services <a href="mailto:Stefania.horne@dacorum.gov.uk">Stefania.horne@dacorum.gov.uk</a>	
		<b>CIL bid for Breakspeare School</b>	Emma Cooper - Infrastructure Officer <a href="mailto:Emma.cooper@dacorum.gov.uk">Emma.cooper@dacorum.gov.uk</a>	
		<b>Hemel Hempstead Health Campus</b>	Diane Southam – Assistant Director Place, Communities & Enterprise <a href="mailto:Diane.southam@dacorum.gov.uk">Diane.southam@dacorum.gov.uk</a>	

<b>4 Sept 2024</b> <b><u>7pm start</u></b>	<b>Aug 2024</b>	<b>Action Points (from previous meeting)</b>		
		<b>Q1 Quarterly Budget Monitoring Report</b>	Clare Dempsey – Financial Planning & Analysis Team Leader  <a href="mailto:Clare.dempsey@dacorum.gov.uk">Clare.dempsey@dacorum.gov.uk</a>	
		<b>Q1 Neighbourhood Services Performance Report</b>	Stefania Horne – Strategic Director – Neighbourhood Services  <a href="mailto:Stefania.horne@dacorum.gov.uk">Stefania.horne@dacorum.gov.uk</a>	
		<b>Q1 Planning, Development and Regeneration Quarterly reports</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration  <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>	
		<b>Local Plan</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration  <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>	
<b>9 Oct 24</b>	<b>Oct 24</b>	<b>Action Points (from previous meeting)</b>		
		<b>Future Neighbourhoods</b>	Stefania Horne – Strategic Director – Neighbourhood Services  <a href="mailto:Stefania.horne@dacorum.gov.uk">Stefania.horne@dacorum.gov.uk</a>	
		<b>Herts Waste</b>	Stefania Horne – Strategic Director – Neighbourhood Services  <a href="mailto:Stefania.horne@dacorum.gov.uk">Stefania.horne@dacorum.gov.uk</a>	

		<b>Air Quality</b>	Stefania Horne – Strategic Director – Neighbourhood Services <a href="mailto:Stefania.horne@dacorum.gov.uk">Stefania.horne@dacorum.gov.uk</a>	
<b>6 Nov 24</b>	<b>Nov 24</b>	<b>Action Points (from previous meeting)</b>		
		<b>Affordable Housing SPD</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>	
		<b>Action Points (from previous meeting)</b>		
<b>4 Dec 2024</b>	<b>Nov 2024</b>	<b>Action Points (from previous meeting)</b>		

		Joint Budget <i>Ideally no further items to be added</i>		
		<b>Local Walking &amp; Cycling Infrastructure Plan</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>	
<b>8 Jan 2025</b>	<b>Jan 2025</b>			
		Action Points (from previous meeting)		
<b>5 Feb 2025</b>	<b>Jan 2025</b>	Action Points (from previous meeting)		
		Joint Budget <i>Ideally no further items to be added</i>		
<b>5 March 2025</b>	<b>Feb 2025</b>	Action Points (from previous meeting)		

	<b>Q2 Quarterly Budget Monitoring Report</b>	Clare Dempsey – Financial Planning & Analysis Team Leader <a href="mailto:Clare.dempsey@dacorum.gov.uk">Clare.dempsey@dacorum.gov.uk</a>		
	<b>Q2 Neighbourhood Services Performance Report</b>	Stefania Horne – Strategic Director – Neighbourhood Services <a href="mailto:Stefania.horne@dacorum.gov.uk">Stefania.horne@dacorum.gov.uk</a>		
	<b>Q2 Planning, Development and Regeneration Quarterly reports</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>		
<b>TO BE DATED</b>	<b>CIL Review</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>		
	<b>E-Bikes</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>		
	<b>Natural England &amp; National Trust</b>	Sara Whelan – Assistant Director Strategic Planning and Regeneration <a href="mailto:Sara.Whelan@dacorum.gov.uk">Sara.Whelan@dacorum.gov.uk</a>		
	<b>Enforcement Review</b>	Stefania Horne – Strategic Director – Neighbourhood Services <a href="mailto:Stefania.horne@dacorum.gov.uk">Stefania.horne@dacorum.gov.uk</a>		

Items to be planned in by chair

Luton Airport

Economic Development Update

Place Strategies (Hemel, Berko, Tring)

Maylands Master Plan

Visit to Cupid Green and CCTV

Hemel Garden Communities

Water – Sewage

Rural Plan

Visit Fly Tip – In small groups

Climate Change

Buses